

CAPISTRANO UNIFIED SCHOOL DISTRICT  
33122 Valle Road  
San Juan Capistrano, CA 92675

BOARD OF TRUSTEES  
Special Meeting

January 15, 2014

Open Session 8:30 a.m.

**AGENDA**

**OPEN SESSION AT 8:30 A.M.**

**CALL TO ORDER**

**PLEDGE OF ALLEGIANCE**

**ADOPTION OF THE AGENDA – ROLL CALL**

**BOARD AND SUPERINTENDENT COMMENTS**

**DISCUSSION/ACTION**

**1. SUPERINTENDENT SEARCH PROCESSES, PROCEDURES, AND APPROACHES:**

DISCUSSION/  
ACTION  
Page 1  
**EXHIBIT 1**

Dr. Joseph M. Farley, Superintendent since July 1, 2010, will retire from District service on June 30, 2014, creating a need to conduct a search for his successor. This agenda item will provide the Board of Trustees an opportunity to discuss search processes, procedures, and approaches. Boards typically contract with a superintendent search firm to assist in the selection of a superintendent, so District staff sought proposals for such services. Such searches generally include the following elements:

- Development of a leadership profile for the superintendency, based on input from Trustees, staff, parents, community members, city leaders, and other special interest groups within the District
- Presentation of the leadership profile to the Board of Trustees
- Advertising and recruitment of candidates for the superintendent position
- Initial candidates presented to the Board for information
- Initial interviews of selected candidates by the Board of Trustees
- Final interviews of selected candidates by the Board of Trustees
- Board identification of the final candidate
- Visit to the final candidate's current place of employment by the Board of Trustees
- Announcement of the appointment of the new superintendent

This agenda item will provide Trustees with an opportunity to discuss the proposals submitted by the search firms and to determine how the Board wishes to identify the firm it will use to assist in the superintendent search. This item will also provide an opportunity to discuss other information concerning the selection and appointment of a new superintendent, and to ask questions about such searches.

***CUSD Strategic Plan Pillar 5: Effective Operations***

***Contact: Joseph M. Farley, Superintendent***

Staff Recommendation

It is recommended the Board President recognize Joseph M. Farley, Superintendent, to present this item and answer any questions Trustees may have.

Following discussion, it is recommended the Board of Trustees provide direction to staff.

Motion by \_\_\_\_\_ Seconded by \_\_\_\_\_

**ADJOURNMENT**

Motion by \_\_\_\_\_ Seconded by \_\_\_\_\_

**THE NEXT REGULAR MEETING OF THE BOARD OF TRUSTEES IS WEDNESDAY, JANUARY 22, 2014, 7:00 P.M. AT THE CAPISTRANO UNIFIED SCHOOL DISTRICT OFFICE BOARD ROOM, 33122 VALLE ROAD, SAN JUAN CAPISTRANO, CALIFORNIA**

For information regarding Capistrano Unified School District, please visit our website:  
[www.capousd.org](http://www.capousd.org)

**RECORDING OF SCHOOL BOARD MEETINGS**

**In accordance with Board Policy 9324, Board Minutes, all Regular School Board Meetings will be audio recorded**

## INSTRUCTIONS FOR PRESENTATIONS TO THE BOARD BY PARENTS AND CITIZENS PRESENT AT THIS MEETING

We are pleased you can be with us at this meeting, and we hope you will return often. Your visit assures us of continuing community interest in our schools.

The members of the Board of Trustees of this District are locally elected state officials, who serve four-year terms of office, and who are responsible for the educational program of our community from grades kindergarten through twelve. They are required to conduct programs of the schools in accordance with the State of California Constitution, the State Education Code, and other laws relating to schools enacted by the Legislature, and policies and procedures which this Board adopts.

The Board is a policy-making body whose actions are guided by the school district's Mission and Goals. Administration of the District is delegated to a professional administrative staff headed by the Superintendent.

The agenda and its extensive background material are studied by each member of the Board for at least two days preceding the meeting. Board Members can call the administrative staff for clarification on any item, and many of the items on the agenda were discussed by the Board during previous meetings. These procedures enable the Board to act more effectively on agenda items than would otherwise be possible.

### WHAT TO DO IF YOU WISH TO ADDRESS THE BOARD OF TRUSTEES

**ITEMS ON THE AGENDA.** Any person may address the Board concerning any item on the agenda and may, at the discretion of the Board, be granted three (3) minutes to make a presentation to the Board at the time a specific item is under discussion. However, the time assigned for individual presentations could be fewer than three (3) minutes depending upon the total number of speakers who wish to address a specific agenda topic. Prior to the opening of the meeting, a Request to Address the Board card (located in the foyer) should be completed and submitted to the Secretary of the Board. The total time devoted to presentations to the Board shall not exceed twenty (20) minutes, unless additional time is granted by the Board. All presentations shall be heard by the Board prior to the formal discussion of the agenda topic under consideration. Once an agenda item has been opened for public comment, no additional "Request to Address the Board of Trustees" cards shall be accepted for that topic.

**ORAL COMMUNICATIONS (Non-Agenda Items).** Citizens may address the Board on any item not appearing on the agenda. Individual presentations are limited to three (3) minutes per individual, with twenty (20) minutes in total being devoted for this purpose, but could be less if there are a large number of Oral Communication speakers. Legally, the Board may not take action on items raised by speakers under Oral Communications. However, at its discretion, the Board may refer items to the administration for follow-up or place topics on a future Board agenda.

**PUBLIC HEARINGS.** Anytime the Board schedules a separate public hearing on any given topic, it shall not hear speakers on that topic before the public hearing, except as to the scheduling of the hearing, nor shall it hear speakers after the hearing, except as to changes in the policy or recommended actions which are directed at the time of the hearing.

**CLOSED SESSION.** In accordance with Education Code §35146 and Government Code §54957, the Board may recess to Closed Session to discuss personnel matters which they consider inadvisable to take up in a public meeting.

#### REASONABLE ACCOMMODATION

*In order to help ensure participation in the meeting of disabled individuals, appropriate disability-related accommodations or modifications shall be provided by the Board, upon request, in accordance with the Americans with Disabilities Act (ADA). Persons with a disability who require a disability-related accommodation or modification, including auxiliary aids and services in order to participate in a Board meeting, shall contact the Superintendent or designee in writing by noon on the Friday before the scheduled meeting. Such notification shall provide school district personnel time to make reasonable arrangements to assure accessibility to the meeting.*



# **REQUEST FOR QUALIFICATIONS/PROPOSAL**

**EXECUTIVE SEARCH FIRM –  
SUPERINTENDENT RECRUITMENT**

**RFQ-P No. 9-1314**

**Contact: Terry Fluent, Director, Purchasing**

**(949) 234-9436**

**RFP Deadline: Monday, January 13, 2014 – 10:00 a.m., PST  
Late Proposals will not be considered**

**Capistrano Unified School District  
Education Center  
Attention: Ms. Terry Fluent, Director, Purchasing  
33122 Valle Road  
San Juan Capistrano, CA 92675**

**CAPISTRANO UNIFIED SCHOOL DISTRICT  
Purchasing Department  
33122 Valle Road  
San Juan Capistrano, CA 92675  
(949) 234-9441**

# CAPISTRANO UNIFIED SCHOOL DISTRICT

## REQUEST FOR PROPOSALS (RFQ-P) – NO. 9-1314 EXECUTIVE SEARCH FIRM – SUPERINTENDENT RECRUITMENT

The Capistrano Unified School District (CUSD) is currently seeking proposals for the recruitment and selection of a new Superintendent. Executive firms are invited to submit proposals for services in conducting a nationwide search for a dynamic educational leader who will meet the needs of a large, cutting edge school district. The firm awarded the contract will be required to sign the District's standard services agreement.

The District reserves the right to reject any and all proposals and to waive informalities and minor irregularities in any proposal reviewed. The District may reject any proposal that does not conform to the instructions herewith. Additionally, the District reserves the right to negotiate all final terms and conditions of any preliminary agreement entered into with the vendor. The District makes no representations that any contract will be awarded to any respondent.

The selection process will include a screening review and evaluation of proposals by District staff. All costs associated with any proposal shall be the sole responsibility of the proposer.

### SUBMITTAL INFORMATION

**All responses must be received by:  
Monday, January 13, 2014, 10:00 a.m., PST**

**Capistrano Unified School District  
Attn.: Ms. Terry Fluent  
Director, Purchasing  
33122 Valle Road  
San Juan Capistrano, CA 92675**

### **CONTACT WITH ANYONE OTHER THAN THE INDIVIDUAL NAMED HEREIN IS STRICTLY PROHIBITED.**

All questions regarding this RFQ-P must be submitted in writing to Ms. Terry Fluent at [tfluent@capousd.org](mailto:tfluent@capousd.org)

To obtain an RFQ-P package, please visit: <http://purchasing-capousd-ca.schoolloop.com/>



# **REQUEST FOR QUALIFICATIONS/PROPOSAL**

**EXECUTIVE SEARCH FIRM –  
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**33122 Valle Road  
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(949) 234-9441**

## **GENERAL OVERVIEW/BACKGROUND**

Founded in 1965, the K-12 district encompasses 195 square miles in seven cities and five unincorporated communities in south Orange County, California. With an ADA of over 48,500, the district maintains a strong reputation for academic excellence throughout its 58 campuses. The district is governed by a seven-member Board of Trustees that remain active in state and local issues concerning public education. Approximately 4000 full and part time staff work in CUSD.

The Capistrano Unified School District (CUSD) is currently seeking proposals for the recruitment and selection of a new Superintendent. Executive firms are invited to submit proposals for services in conducting a nationwide search for a dynamic educational leader who will meet the needs of a large, cutting edge school district.

The District reserves the right to reject any and all proposals and to waive informalities and minor irregularities in any proposal reviewed. The District may reject any proposal that does not conform to the instructions herewith. Additionally, the District reserves the right to negotiate all final terms and conditions of any preliminary agreement entered into with the executive search firm. The District makes no representations that any contract will be awarded to any respondent.

The selection process will include a screening review and evaluation of proposals by District staff. All costs associated with any proposal shall be the sole responsibility of the proposer.

**INSTRUCTIONS FOR SUBMITTING PROPOSALS FOR  
EXECUTIVE SEARCH FIRM – SUPERINTENDENT RECRUITMENT**

**SCOPE OF SERVICES TO BE PROVIDED**

Your response to the *Request for Qualifications* must include sufficient evidence to document the firm's capability to perform, such as the experience and qualifications pertinent to the requirements of this request for qualifications.

- Background and experience with Superintendent searches inside and outside California.
- A list of candidate placements and their respective tenure in school districts that have utilized the firm's services.
- Procedures for developing a candidate profile and selection criteria.
- Timelines and process for conducting the search.
- Assistance provided in orienting a new Superintendent to the school district, as well as the unique issues in California.
- Any additional information that supports the firm's qualifications in attracting candidates with a proven reputation for success in leading a large organization.

**END OF SCOPE OF SERVICES TO BE PROVIDED**



## PROPOSAL FORMAT

### PROPOSAL SUBMISSION

1. **Executive Summary** - The **Executive Summary** should contain a statement of interest and a brief summary of qualifications to engage in a professional relationship with Capistrano Unified School District.
2. **Narrative** - Provide a detailed description of your qualifications for providing services in conducting a nationwide search for a dynamic educational leader. Include descriptive and supportive evidence of how your firm will maintain a close working relationship with Capistrano Unified School District. The narrative should include the following:
  - a. **Experience/References:** Provide a list of contracts from the past five (5) years for services similar in scope to this proposal. Include a minimum of three (3) educational client references with whom you have contracted within the last three (3) years. List must include the following information for each contract:
    - Client name and complete address
    - Contact name and telephone number
    - Dates of service
    - Description of service
    - Contract amount
  - b. Outline, in detail, the tasks your firm will perform to produce information and services requested under the “Scope of Services to be Provided”, page 2. As necessary, indicate any additional or optional tasks.
3. **Fees/Services Schedule** - You are requested to submit a proposal to furnish all of the labor, materials, and other related items required for the performance of the contract resulting from this RFQ No. 9-1314, Executive Search Firm – Superintendent Recruitment on a Labor Rate and Total Cost basis. **Be as thorough and specific as possible as this will form the basis of any contract for services that may be presented by the District.** Provide your fees on the Pricing Sheet included with this RFQ-P.
4. **Additional Data** - Provide additional information about your firm as it may relate to this RFQ-P. Include letters of reference or testimonials if appropriate. Indicate ongoing commitment to professional education of staff, total number of permanent employees, and any other data that may assist the evaluation teams in understanding your qualifications and expertise.
5. **Certification** - Complete, sign, and date the enclosed “Certification” with this RFQ-P.

6. **Certification by Contractor of Criminal Records Check** – Pursuant to Education Code 45125.1, complete, sign, and date the enclosed form AB 1610, 1612 and 2102 included with this RFQ-P.
7. **Insurance Requirements** - **The Proposer shall submit with their Proposal, certificates of insurance or evidence that they can obtain insurance prior to Contract award. The following coverages are required:**
  - Commercial General Liability: \$1,000,000 per occurrence and \$3,000,000 general aggregate for bodily injury, personal injury and property damage.
  - Automobile Liability: \$1,000,000 Combined Single Limit for owned, hired and non-owned auto.
  - Worker’s Compensation: As required by the State of California \*

Part A – Statutory Requirements

Part B – Employer’s Liability: \$1,000,000 per injury, \$1,000,000 per disease and \$1,000,000 aggregate

\*If the Contractor is a sole proprietor with no employees, proof of Workers’ Compensation and Employers’ Liability insurance coverage will not be required.

For all insurance coverages provided by Contractor, the following terms apply:

- A. Any deductibles or self-insured retentions shall be declared in writing to the DISTRICT; DISTRICT approval is required for any amounts over \$25,000.
- B. Insurance shall be placed with California admitted insurers with a current A.M. Best rating of no less than A unless otherwise approved by the DISTRICT, except that for Worker’s Compensation, the State Compensation Fund of California is acceptable.
- C. Workers’ Compensation and Employer’s Liability policies shall contain a waiver of subrogation.
- D. The general liability and automobile liability policies are to contain, or be endorsed to contain, the following provisions:
  - a. Contractor agrees to defend, indemnify, save and hold harmless the Capistrano Unified School District (CUSD), its officers, agents, representatives, employees and The Board of Education; and provides named additional insured endorsements for CUSD, its officers, agents, representatives, employees and The Board of Education. They are to be covered as insured in respect to: liability arising out of activities performed by or on behalf of the Contractor; products and completed operations of the Contractor; premises owned, occupied or used by the Contractor;

or automobiles owned, leased, hired or borrowed by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the DISTRICT, its subsidiaries, officials, employees and The Board of Education.

- b. For any claims related to the services, the Contractor’s insurance coverage shall be primary insurance in respect to the DISTRICT, its subsidiaries, officials, employees and The Board of Education. Any insurance or self-insurance maintained by the DISTRICT, its subsidiaries, officials, employees and The Board of Education shall be in excess of the Contractor’s insurance and shall not contribute with it.
- c. Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the DISTRICT.

The Contractor shall furnish the DISTRICT with original endorsements effecting coverage required by this clause. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. All endorsements are to be received and approved by the DISTRICT before work commences.

- 8. **W-9 Form** – All contractors must provide the following documentation to the District:
  - a. IRS W-9 Form (Taxpayer Identification Number)
- 9. **Conflict of Interest Certification** - Included with this RFQ-P
- 10. **Noncollusion Declaration** - Included with this RFQ-P
- 11. **Tobacco Use Policy** - Included with this RFQ-P

**END OF PROPOSAL FORMAT**

## AWARD

1. **Award of Proposal** - Award will be made to the firm offering the most advantageous proposal for the recruitment of a Superintendent. Capistrano Unified School District shall not be obligated to accept the lowest priced proposal, but will make an award in the best interest of the District after all factors have been evaluated.
2. **Award Evaluation Criteria** - Evaluation Criteria that will be used to evaluate all proposals that are received are listed below:
  - a. **Background and Experience:** The firm has conducted a number of successful Superintendent searches in school districts the size of CUSD, with similar demographics and community needs.
  - b. **Assessing District Needs:** The firm has a well-defined process for assessing the needs of the district and developing a candidate profile that matches these needs.
  - c. **Recruitment Networks:** The firm uses formal and informal networks, both within and outside California, to identify high caliber candidates.
  - d. **Depth of Candidate Pool:** The firm demonstrates an ability to establish a viable candidate pool that is both diverse and skilled in running a large, complex organization.
  - e. **Professional Staff:** The firm provides a primary contact person who is available and responsive to the Board and acts as an effective liaison to stakeholder groups and district staff.
  - f. **Knowledge and Understanding:** The firm demonstrates knowledge and understanding of key political and educational issues that candidates for the superintendency will face.
  - g. **Cost of Services:** The cost of services and associated fees are commensurate with the market value for a district our size.
  - h. **Completeness of Proposal:** The materials submitted are well-organized and address the scope of work required.

The Evaluation Committee may also contact and evaluate the firm's references; contact any vendor representative to clarify any response; contact any current users of the firm's services; solicit information from any available source concerning any aspect of a proposal; and seek and review any other information deemed pertinent to the evaluation process. The Evaluation Committee shall not be obligated to accept the lowest priced proposal, but shall make an award in the best interest of the District.

Discussions may, at the District’s sole option, be conducted with responsible representatives who submit proposals determined to be reasonably susceptible of being selected for an award. Discussions may be for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Firms shall be given fair and equal treatment with respect to any opportunity for discussion and written revision of proposals. Revisions may be permitted after submissions and before award for obtaining best and final proposals. In conducting discussions, the District will not disclose information derived from proposals submitted by competing firms.

3. **Award Selection Process** - Selection of qualified firms will be based on the following: quality and completeness of submitted proposal; understanding of objectives; project approach; experience and expertise with public agencies and similar types of efforts; and references. Additional questions may be asked of firms and interviews may be conducted. The firm awarded a contract will be required to sign the District’s standard Professional Services Agreement. Sample included in RFQ.

Capistrano Unified School District shall not be obligated to accept the lowest priced proposal, but will make an award in the best interest of the District after all factors have been evaluated.

#### KEY ACTION DATES

The anticipated schedule for completion of this procurement is shown below. The dates are subject to change.

<b>Milestone</b>	<b>Date</b>
RFQ-P Release	December 13, 2013
Proposal Due Date	January 13, 2014, 10:00 a.m., PST
Board Approval	January 22, 2014

#### ADDITIONAL INFORMATION

All questions and requests for information must be made in writing, by 12:00 noon, PST, December 20, 2013, and sent to the attention of:

**Terry Fluent**  
**Director, Purchasing**  
**[tfluent@capousd.org](mailto:tfluent@capousd.org)**

**CONTACT WITH ANYONE OTHER THAN THE INDIVIDUAL NAMED HEREIN IS  
STRICTLY PROHIBITED.**

**Proposals must be received by Monday, January 13, 2014, 10:00 a.m., PST, addressed to:**

**Terry Fluent  
Director, Purchasing  
Capistrano Unified School District  
33122 Valle Road  
San Juan Capistrano, CA 92675**

Solicitation Disclaimer: All proposals received as part of this solicitation become the property of the Capistrano Unified School District upon submission. The cost to prepare and submit the proposals becomes the sole expense of each firm.

The emphasis of your proposal should be on the completeness and clarity of content. RFQ-P's may be rejected if not prepared in the format described, if submitted without all required information and signatures, or by failing to adhere to all requirements as stated in the RFQ-P.

All materials submitted in response to this Request for Proposals shall become the property of the District and shall be considered a part of public record.

Capistrano Unified School District reserves the right to reject any or all Requests for Proposals.

*Thank you for your participation!*

**PRICING SHEET**

The purpose of this form is to provide a standard format by which the Proposer submits to the DISTRICT a summary of the estimated costs suitable for detailed review and analysis. The Proposer shall complete the Price/Cost Proposal in its entirety.

The negotiated hourly rate shall become the basis for payment of invoices and will be reflected in the Professional Services Agreement. Hourly rates shall remain fixed for the duration of the contract period.

Title	Hourly Rate
	<b>Contract Price</b>
<b>Total Price for Superintendent Recruitment</b>	<b>\$</b>

\_\_\_\_\_  
 Print Name of Firm

\_\_\_\_\_  
 Authorized Signature

\_\_\_\_\_  
 Representative

\_\_\_\_\_  
 Federal I.D. #/License

\_\_\_\_\_  
 Date

**CERTIFICATION**  
**REQUEST FOR PROPOSALS (RFQ-P) NO. 9-1314**  
**Executive Search Firm – Superintendent Recruitment**

I certify that I have read the attached **Request for Qualifications/Proposal – (RFQ-P) NO. 9-1314 Executive Search Firm – Superintendent Recruitment** and the instructions for submitting an RFQ-P. I further certify that I must submit one (1) original and eight (8) copies of the firm's proposal in response to this request, completed Certification by Contractor Criminal Records Check, Pricing Sheet, W9, Noncollusion Declaration, Tobacco Use, and Conflict of Interest Certification, and that I am authorized to commit the firm to the proposal submitted.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Typed or Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Company

\_\_\_\_\_  
Address

\_\_\_\_\_  
Address

\_\_\_\_\_  
Telephone

\_\_\_\_\_  
Fax

\_\_\_\_\_  
Date

\_\_\_\_\_  
E-Mail Address

If you are bidding as a corporation,  
please provide your corporate seal  
here:



**NOTICE TO CONTRACTORS REGARDING CRIMINAL RECORDS CHECK**  
**(EDUCATION CODE SECTION 45125.1)**

Education Code Section 45125.1 provides that if the employees of any entity that has a contract with a school district may have any contact with pupils, those employees shall submit or have submitted their fingerprints in a manner authorized by the Department of Justice together with a fee determined by the Department of Justice to be sufficient to reimburse the Department for its costs incurred in processing the application.

The Department of Justice shall ascertain whether the individual whose fingerprints were submitted to it has been arrested or convicted of any crime insofar as that fact can be ascertained from information available to the Department. When the Department of Justice ascertains that an individual whose fingerprints were submitted to it has a pending criminal proceeding for a violent felony listed in Penal Code Section 1192.7(c), or has been convicted of such a felony, the Department shall notify the employer designated by the individual of the criminal information pertaining to the individual. The notification shall be delivered by telephone and shall be confirmed in writing and delivered to the employer by first-class mail.

**The contractor shall not permit an employee to come in contact with pupils until the Department of Justice has ascertained that the employee has not been convicted of a violent or serious felony. The contractor shall certify in writing to the governing board of the school district that none of its employees who may come in contact with pupils have been convicted of a violent or serious felony.**

Penal Code Section 667.5(c) lists the following “violent” felonies: murder; voluntary manslaughter; mayhem; rape; sodomy by force; oral copulation by force; lewd acts on a child under the age of 14 years; any felony punishable by death or imprisonment in the state prison for life; any felony in which the defendant inflicts great bodily injury on another; any robbery perpetrated in an inhabited dwelling; arson; penetration of a person’s genital or anal openings by foreign or unknown objects against the victim’s will; attempted murder; explosion or attempt to explode or ignite a destructive device or explosive with the intent to commit murder; kidnapping; continuous sexual abuse of a child; and carjacking.

Penal Code Section 1192.7 lists the following “serious” felonies: murder; voluntary manslaughter; mayhem; rape; sodomy by force; oral copulation by force; a lewd or lascivious act on a child under the age of 14 years; any felony punishable by death or imprisonment in the state prison for life; any felony in which the defendant personally inflicts great bodily injury on another, or in which the defendant personally uses a firearm; attempted murder; assault with intent to commit rape or robbery; assault with a deadly weapon on a peace officer; assault by a life prisoner on a noninmate; assault with a deadly weapon by an inmate; arson; exploding a destructive device with intent to injure or to murder, or explosion causing great bodily injury or mayhem; burglary of an inhabited dwelling; robbery or bank robbery; kidnapping; holding of a hostage by a person confined in a state prison; attempt to commit a felony punishable by death or imprisonment in the state prison for life; any felony in which the defendant personally uses a dangerous or deadly weapon; selling or furnishing specified controlled substances to a minor; penetration of genital or anal openings by foreign objects against the victim’s will; grand theft involving a firearm; carjacking; and a conspiracy to commit specified controlled substances offenses.

**CERTIFICATION BY CONTRACTOR**  
**CRIMINAL RECORDS CHECK**  
**AB 1610, 1612 and 2102**

To the Governing Board of Capistrano Unified School District:

I, \_\_\_\_\_ certify that:  
Name of Contractor

1. I have carefully read and understand the Notice to Contractors Regarding Criminal Record Checks (Education Code Section 45125.1) required by the passage of AB 1610, 1612 and 2102.
2. Due to the nature of the work I will be performing for the District, my employees may have contact with students of the District.
3. None of the employees who will be performing the work have been convicted of a violent or serious felony as defined in the Notice and in Penal Code Section 1192.7 and this determination was made by a fingerprint check through the Department of Justice.

I declare under penalty of perjury that the foregoing is true and correct.

Executed at \_\_\_\_\_, California on \_\_\_\_\_.  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Typed or printed name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Address

\_\_\_\_\_  
Telephone

# Certificate of Liability Insurance

Contractors are not permitted to provide services without a Certificate of Liability Insurance being on file with the Purchasing Department.

**The insurance requirement is a two page document of the following:**

The Capistrano Unified School District must be named as additional insured and certificate holder on the Certificate of Liability Insurance form **Acord 25** (Page 1, see attached)

The second page is a separate endorsement page (Page 2, see attached) is required and should include your policy number and name the **Capistrano Unified School District** as an additional insured.

**Blanket endorsements are not acceptable.**

Required Endorsement:

*The Capistrano Unified School District is named as additional insured. Such insurance as is afforded by this policy shall be primary, and any insurance carried by DISTRICT shall be excess and noncontributory.*

*See the following example.*



# CERTIFICATE OF LIABILITY INSURANCE

DATE (mm/dd/yyyy)  
 07/19/2011

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME	
	PHONE (A/C, No. Ext.)	FAX (A/C, No.)
	E-MAIL	
	ADDRESS	
	PRODUCER CUSTOMER ID #	
INSURED	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A:	
	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY CLAIMS.

INSUR LTR	TYPE OF INSURANCE	ADJL. SURR. INSR. WORD	POLICY NUMBER	POLICY EFF. DATE (mm/dd/yyyy)	POLICY EXPIRES (mm/dd/yyyy)	LIMITS
	GENERAL LIABILITY		XYZ12450987654	07/19/2011		EACH OCCURRENCE \$
X	COMMERCIAL GENERAL LIABILITY	Y				DAMAGE TO RENTED PREMISES (Per occurrence) \$
	CLAIMS-MADE OCCUR					MED EXP (Any one person) \$
						PERSONAL & ADV INJURY \$
	GEN'L AGGREGATE LIMIT APPLIES PER					GENERAL AGGREGATE \$
	POLICY PROJECT LOC					PRODUCTS - COMP/OP AGG \$
	AUTOMOBILE LIABILITY					COMBINED SINGLE LIMIT (Per accident) \$
	ANY AUTO					BODILY INJURY (Per person) \$
	ALL OWNED AUTOS					BODILY INJURY (Per accident) \$
	SCHEDULED AUTOS					PROPERTY DAMAGE (Per accident) \$
	HIRED AUTOS					\$
	NON-OWNED AUTOS					\$
	UMBRELLA LIAB OCCUR					EACH OCCURRENCE \$
	EXCESS LIAB CLAIMS-MADE					AGGREGATE \$
	DEDUCTIBLE					\$
	RETENTION \$					\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY					WC STATUTORY LIMITS OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under SPECIAL PROVISIONS below	Y/N	N/A			E.L. EACH ACCIDENT \$
						E.L. DISEASE - EA EMPLOYEE \$
						E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

### CERTIFICATE HOLDER

### CANCELLATION

	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

**POLICY NUMBER:** \_\_\_\_\_ **COMMERCIAL GENERAL LIABILITY**

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.  
ADDITIONAL INSURED-DESIGNATED PERSON OR ORGANIZATION**

This endorsement modifies insurance provided under the following:

**COMMERCIAL GENERAL LIABILITY COVERAGE PART.  
SCHEDULE**

**Name of Person or Organization:**                      **CAPISTRANO UNIFIED SCHOOL DISTRICT  
33122 VALLE RD  
SAN JUAN CAPISTRANO, CA 92675**

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to this endorsement.)

WHO IS AN INSURED (Section II) is amended to include as an insured the person or organization show in the Schedule as an insured but only with respect to liability arising out of your operations or premises owned by or rented to you.

Professional Liability:	\$1,000,000 minimum limit per occurrence
(Errors & Omissions)	\$2,000,000 minimum general aggregate

Form <b>W-9</b> (Rev. December 2011) Department of the Treasury Internal Revenue Service	<h2 style="margin:0;">Request for Taxpayer                  Identification Number and Certification</h2>	Give Form to the requester. Do not send to the IRS.
Name (as shown on your income tax return)		
Business name/disregarded entity name, if different from above		
Check appropriate box for federal tax classification: <input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate  <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____ <input type="checkbox"/> Exempt payee  <input type="checkbox"/> Other (see instructions) ▶ _____		
Address (number, street, and apt. or suite no.)		
City, state, and ZIP code		
Requester's name and address (optional)		
List account number(s) here (optional)		

**Part I Taxpayer Identification Number (TIN)**

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

**Note.** If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number								

Employer identification number								

**Part II Certification**

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. citizen or other U.S. person (defined below).

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 4.

<b>Sign Here</b>	<b>Signature of U.S. person ▶</b>	<b>Date ▶</b>
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**General Instructions**

Section references are to the Internal Revenue Code unless otherwise noted.

**Purpose of Form**

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

**Note.** If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

**Definition of a U.S. person.** For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

**Special rules for partnerships.** Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.

**CONFLICT OF INTEREST CERTIFICATION**

All proposers/firms shall respond to each of the following questions to determine whether any actual or perceived conflict of interest exists.

PRINT NAME \_\_\_\_\_  
SIGNATURE AND DATE \_\_\_\_\_  
TITLE OF OFFICER \_\_\_\_\_  
NAME OF COMPANY \_\_\_\_\_

As part of your Certification, please respond to the following questions listed below:

1. Have you or any of your team member(s) or consultant(s) been employed by the DISTRICT in the last three years? [Yes] [No]. If your answer is "Yes", please provide the following information:
- a. Were you a full-time employee? [Yes] [No]  
Part-Time employee? [Yes] [No]  
As-Needed employee? [Yes] [No]  
Consultant? [Yes] [No]  
Or other, please

Explain: \_\_\_\_\_

- b. What were the date(s) of your employment/employment contract/consulting contract?  
\_\_\_\_\_
- c. In which department(s) of DISTRICT did you work?  
\_\_\_\_\_
- d. Who was/were your Supervisor(s)?  
\_\_\_\_\_
- e. Please describe your job duties and responsibilities for each DISTRICT position held?  
\_\_\_\_\_
- f. What was your last date of employment?  
\_\_\_\_\_

2. Do any Board of Education Member(s) or District employee(s) have a business position or serve as an Officer(s), Partner(s) or Shareholder(s) in your company? [Yes] [No]. If the answer is "Yes", please provide the following information:

a. What is the name of the Board Member(s) or employee(s)?  
\_\_\_\_\_

b. What is his/her position with your company?

\_\_\_\_\_

c. If a Board of Education Member(s) or employee(s)/Shareholder(s) - what percentage of your company's shares does he/she own?

\_\_\_\_\_

3. Are any of your former employee(s), (Consultants) presently employed by the DISTRICT? [Yes] [No]. If the answer is "Yes", please provide the following information for each such employee(s).

a. What is the name of the former employee(s)?

\_\_\_\_\_

b. What was his/her title at your company?

\_\_\_\_\_

If he/she held more than one position(s) with your company, please provide the title of each position(s) held.

\_\_\_\_\_

\_\_\_\_\_

c. Please describe his/her duties and responsibilities for each position(s) held at your company?

\_\_\_\_\_

d. What were the date(s) of his/her employment?

\_\_\_\_\_

I declare under the Penalty of Perjury under the laws of the State of California that the above mentioned statements are true and correct to the best of my knowledge, and this declaration was executed on this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_; in  
(Month)

\_\_\_\_\_, \_\_\_\_\_.  
(City) (State)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Printed Name)

\_\_\_\_\_  
(Title)



**NONCOLLUSION DECLARATION**  
**IN ACCORDANCE WITH PUBLIC CONTRACT CODE SECTION 7106**

The undersigned declares:

I am the \_\_\_\_\_ of \_\_\_\_\_, the party making the foregoing bid.

The bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The bid is genuine and not collusive or sham. The bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid. The bidder has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or to refrain from bidding. The bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder. All statements contained in the bid are true. The bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, to effectuate a collusive or sham bid, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a bidder that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the bidder.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on \_\_\_\_\_ [date], at \_\_\_\_\_ [city], \_\_\_\_\_ [state].

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

**TOBACCO USE POLICY**

In the interest of public health, the Capistrano Unified School District provides a tobacco-free environment. Smoking or the use of any tobacco products are prohibited in buildings and vehicles, and on any property owned, leased or contracted for, by the Capistrano Unified School District. Failure to abide with conditions could result in the termination of this agreement.

Each employee engaged in the performance of the contract will be given a copy of this statement and, as a condition of this Agreement; the Bidder agrees to abide by the terms.

I acknowledge that I am aware of Tobacco Use Policy and hereby certify that I will adhere to the requirements of the policy.

\_\_\_\_\_  
Name of Bidder

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

RFP 9-1314 Executive Search Firm – Superintendent Recruitment

**Plan Holders List**

**Respondents**

#	Name of Firm	Phone	Contact
1	David Gomez & Associates, Inc.	312-279-2003	Annie Bidwell
2	David Long & Associates (DL&A)	916-616-6027	David Long
3	Hazard, Young, Attea, and Associates	831-295-0982	Carol Mc Kennan
4	Heidrick & Struggles	562-981-5207	Michelle Bonoan
5	Korn Ferry International	310-843-4128	Ira Krinsky
6	Korn Ferry International	215-656-5309	Ken Kring
7	Leadership Associates	760-771-4277	Peggy Lynch
8	Leadership Associates	760-771-4277	Linda Hunt
9	Proact Search	800-944-6129	Krissi Osborn
10	R.J. Allen & Associates	909-628-3338	John Pruitt
11	R.J. Gatti Associates	925-736-4999	Rudy & Janet Gatti
12	RBL Enterprise, LTD	510-622-7707	Ruth B. Love
13	Ray and Associates, Inc.	319-393-3115	Heidi Cortez
14	The Cosca Group	714-313-2717	Frank Cosca

RFP 9-1314 Executive Search Firm – Superintendent Recruitment

**Submitted Proposals**

#	Name of Firm	Phone	Contact
1	Hazard, Young, Attea, & Associates	831-295-0982	Carol Mc Kennan
2	Leadership Associates	760-771-4277	Peggy Lynch
3	Proact Search	800-944-6129	Krissi Osborn
4	Ray and Associates, Inc.	319-393-3115	Heidi Cortez
5	The Cosca Group	714-313-2717	Frank Cosca

See Attached Originals

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# Capistrano Unified School District

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## *EXECUTIVE SEARCH FIRM- SUPERINTENDENT RECRUITMENT*

*RFQ-P No. 9-1314*



**HYA** Executive Search  
Hazard, Young, Attea & Associates



# HYA Executive Search

Hazard, Young, Attea & Associates

January 10, 2014

Mr. John M. Alpay, Board President  
Capistrano Unified School District  
33122 Valle Road  
San Juan Capistrano, CA 92675

Dear Members of the Capistrano Unified School District Board of Education,

Thank you for the opportunity to present this overview of the services that Hazard, Young, Attea & Associates, (HYA) can provide to the Capistrano Unified School District (CUSD) in your search for a new Superintendent. HYA is uniquely qualified and highly successful in assisting Boards with their search for new leaders due to three critical factors:

**Our People** - We are the nation's largest and most experienced network of associates who love their work and who know how to recruit talent by thoroughly and confidentially vetting candidates.

**Our Process** - Our approach is research-based and customized to meet your needs by employing the extensive use of unique community engagement tools and facilitating your work throughout the search.

**Our Commitment** - Building on the success of over 1000 searches, we work for you and with you, on behalf of your students, until you are completely satisfied.

We hope this information will provide you with the necessary data you need to select a search firm. We would also be delighted to talk with you further regarding the services we offer and our approach to working with districts and school boards in their search for new leaders.

Sincerely,

A handwritten signature in blue ink that reads 'Hank Gmitro'.

Hank Gmitro, President  
Hazard, Young, Attea & Associates  
HYA Executive Search Division of ECRA Group, Inc.

HYA Executive Search Division, ECRA Group, Inc.  
847-318-0072 • [hya@ecragroup.com](mailto:hya@ecragroup.com)

Home Office  
5600 North River Road • Suite 180  
Rosemont, IL 60018

East Coast Regional Office  
101 Hudson Street • Suite 2100  
Jersey City, NJ 07302

West Coast Regional Office  
530 Lytton Avenue • 2nd Floor  
Palo Alto, CA 94301



**HYA** Executive Search  
Hazard, Young, Attea & Associates

## **Proposal and Description of Services for Capistrano Unified School District**

### **Executive Summary:**

HAZARD, YOUNG, ATTEA & ASSOCIATES (HYA) proposes to conduct a comprehensive national search for highly qualified candidates for the position of Superintendent of Schools for the Capistrano Unified School District (hereinafter referred to as the District or CUSD).

Hazard, Young, Attea & Associates began working with Boards more than twenty years ago in an effort to assist them in making the best leadership decisions possible. Presently, HYA is represented by 100+ Associates from throughout the United States who assist with the firm's mission to provide aggressive, thorough and quality assistance to school boards in need of identifying and recruiting highly qualified executives for superintendentcies and other administrative positions. HYA's associates bring extensive executive search experience and broad educational backgrounds to its practice. Through continuing involvement in school and university work, HYA associates are aware of current educational issues and have strong relationships with educational leaders and opinion-makers in administrative leadership and management. HYA is now part of ECRA Group, Inc, a national consulting firm specializing in assisting leadership in obtaining the information and analytics they need to effectively lead their organizations.

The firm's home office is located in Rosemont, Illinois, in proximity to O'Hare Airport, and regional offices are located in Palo Alto, California and Jersey City, New Jersey. The president of HYA is Dr. Hank Gmitro, former Superintendent of Community Consolidated School District 93 in Carol Stream/Bloomington, Illinois. Dr. William Attea, former Superintendent in Glenview School District 34, Illinois, is co-founder of HYA and actively involved with the firm.

HYA's associates are located in 27 states across the country to conveniently serve our clients. Residing in Arizona, California, Colorado, Connecticut, Florida, Illinois, Kansas, Maine, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, Nevada, New Jersey, New York, Ohio, Oregon, Pennsylvania, South Carolina, Tennessee, Texas, Utah, Virginia, Washington, West Virginia and Wisconsin, HYA Associates are uniquely qualified to bring local – as well as national – perspectives, knowledge, experience and connections to each search.

Since its founding, HYA has assisted over 1,000 school boards with executive searches. The student enrollment in these districts ranged from less than 100 students to upwards of 200,000. Based on HYA's experience in assisting the school boards in urban, suburban and rural districts, and our reputation as being the preeminent school search firm in the nation; we are most confident that we have both the personnel and support resources to assist your Board in a highly successful search process.

## Management Team Approach

HYA assigns an individual management team to each executive search that it conducts. In most district searches, typically 1-2 Senior Associates are responsible for managing the search. They assume direct responsibility for the search and coordinate the activities of the other associates engaged in the project. Additional associates are generally engaged as needed, with all 100+ associates in the firm tasked with identifying prospective candidates for the search. An assigned team also ensures that individuals closely associated with the search are available to respond to any request the client board may have on the board's time schedule.

The specific role of each search team includes helping schools create an initial structure for their search by:

- assisting with profile development;
- providing valuable feedback about the school district based on HYA research and professional understanding of the district's standing in the broader marketplace;
- aggressive and insightful recruiting of candidates;
- screening potential candidates by means of preliminary interviews and background checks;
- reviewing candidates' references and tapping HYA's own confidential network to gain reliable information and;
- assisting the board and new superintendent to assure a successful transition.

In brief, HYA consultants work with the board and/or search committee – meeting as often as needed - maintaining direct and frequent communication – until a new superintendent is employed.

## The Proposed Management Team and Firm References

Upon the concurrence of the Board, HYA proposes the search team will be Carolyn McKennan, West Coast Regional President and Rudy Castruita senior associate. The team will be assisted by Bill Attea, founder of the firm. The consultants' résumés are attached. Contact information for each Board President is provided so that you can speak with board members who have worked with the HYA consultants being proposed or with board members in districts with similar demographics to your district.

District	Reference Name	Contact Information
Alvord Unified School District, CA	Art Kaspereen	artjr@gmail.com
Cupertino Schools, CA	Anjali Kauser	aakanusar@att.net
Downey Unified Schools, CA	Nancy Swenson	nssension@dusd.net
Santa Ana Schools, CA	Jose Hernandez	714-397-1023
Santa Barbara School District, CA	Annete Cordero	corderoa@sbcc.edu

In addition to the references listed above, an extensive list of the national searches HYA has completed since 2007 is attached. Upon request, we would be pleased to provide a complete list of the over 1,000 searches we have conducted.



## Tenure of Placements

HYA has had a long history of success in working with Boards to find the right candidates who will provide long-term leadership to the school district. Of the 296 superintendents hired with HYA's assistance since 2000, 90% of those individuals are still in their positions or have committed four years or more to the districts they served. The following data describes the tenure of those placements:

- 80% (234) are still in their position or retired from it
- 10% (32) stayed between 4 and 8 years - on average 5.1 years

## The Search Process

We propose a multi-phased national search for candidates for the position of Superintendent. Recommended search procedures and cost estimates follow. The process outlined is defined in four phases and represents a prototypical search. However, HYA customizes each search to meet the needs of each school district or organization. Upon selection, the consultants will meet with the Board to discuss these procedures and modify them to meet the Board's unique needs.

### The Planning Phase

The first step of every HYA search is to hold a formal Planning Session. At this meeting, HYA consultants convene with the Board and proceed to customize the search and its process to the specific needs and requirements of the District, as articulated by those present. More specifically, HYA and the Board will cover and sort out central matters and considerations regarding the search, including:

- Review Board and consultant responsibilities for each phase of the search.
- Tailor the search to meet the needs of the District.
- Determine the role of staff members and constituents in the search.
- Determine the timeline and specific dates for search activities. The following is a tentative timeline for the search.
  - Planning session – within one week of selection of HYA
  - Board/community input sessions – three weeks after Planning Session
  - Presentation of a slate of candidates to the Board, 6 – 10 weeks after identification of criteria desired in the new superintendent.
  - Interview of candidates – within 1 - 2 weeks of presentation.
  - Selection of new superintendent within 1 - 2 weeks of interviews.  
*(The exact dates and times for these activities will be developed in cooperation with the Board to ensure the availability of all Board members.)*
- Consider Board options and preferences with regard to advertisements.
- Discuss the compensation package to be offered to the new Superintendent of Schools.

- Agree upon a communication plan to keep the Board abreast of the search progress and the consultants alerted to issues that may arise from the Board.

## Criteria Development

A clear definition of the position and qualifications sought is crucial to each subsequent phase of a successful search. To assist the Board in clarifying the criteria desired in the new Superintendent, HYA will conduct individual interviews with each member of the Board and others the Board designates. HYA recommends extensive community involvement in providing input to the Board prior to establishing the criteria desired in the new Superintendent. Up to four consultant days are allocated for the purpose of soliciting input through individual interviews, focus groups and general forums (open to all stakeholders). It is recommended that the consultants facilitate the interviews, focus groups and general forums so as to maintain objectivity in determining what respective stakeholder groups value in the District, the issues they foresee, and the characteristics they would like the new Superintendent to possess.

In addition to the personal interviews, HYA has developed an online survey that can be completed by any stakeholder. The data collected from the online survey and interviews with Board members, staff and the various stakeholders will be compiled in a Leadership Profile Report, which will be presented to the Board in both oral and written formats. Working with the Board, specific profile characteristics emerge from the results of the Leadership Profile Report and are subsequently incorporated into recruitment material. From experience, HYA has learned that one of the most crucial aspects of a successful search is the careful and explicit formation and enumeration of the criteria used in the selection process. Overall, this leadership assessment process has been highly successful in determining critical attributes, while invariably building positive public relations.

Some of the critical decisions to be made during the planning phase of the search involve confidentiality versus the release of the names of candidates under consideration. In some states, state laws and requirements guide these issues, but in many states this is a local board decision. The desire for confidentiality on the part of candidates versus the desire of the community to know as much as possible about the candidates under consideration is an important issue for the Board to consider in order to weigh the impact of the approach to be followed.

HYA prides itself on the extensive time and energy that our associates commit to working with local community and staff members to determine what they seek in their next superintendent. This information is essential to the Board in making their decisions about the “Desired Characteristics” of their next Superintendent. While these steps in the process will satisfy the need for involvement in some communities, other Boards and communities have determined they wish to have more involvement and in some cases complete transparency in vetting and determining the preferred candidate.

HYA has developed a range of approaches to meet these varying needs of different communities as the Board determines which is the best approach for their community. The chart on the next page describes the range of approaches along with the positive and possible negative impact of each approach.

## Community Engagement & Confidentiality Options

	Full Disclosure of Candidates Interviewed	Finalists Names with Community Forums	Confidential Stakeholder Committee Involved	Completely Confidential
<b>Description of Option</b>	The names of all candidates being interviewed by the Board are released to the public.	The name of the three finalists being interviewed would be released and community forums would be held to meet the candidates.	No names of candidates would be released publicly, but the Board would have a staff/community committee interview the finalists to provide feedback.	Board conducts all interviews and keeps names of candidates completely confidential throughout the entire process.
<b>Questions Related to Option</b>	What benefit does it provide to release the name of all applicants interviewed?	What input would be sought from community members after meeting candidates? How will stakeholders gather information?	What feedback and input does the Board want from the committee? How to structure committee membership?	Do the community and staff accept that this is the Board's decision? Will there be push back?
<b>Benefits of Option</b>	Staff and community members will see the process as totally open and feel the Board is being as transparent as possible.	Stakeholders will have an option to meet the finalists and express an opinion on their preference.	Some stakeholders will be involved and will provide input to the Board in making their decision, which may provide information that would be helpful with their decision.	The Board will have the broadest field from which to select their next superintendent.
<b>Drawbacks of Option</b>	Very few if any active superintendents will consider the position. Stakeholders will make judgments about the Board's decision based on whatever information they gather on their own.	Stakeholders will form an opinion on their preference and may feel the Board did not listen to them if a different candidate is chosen. Successful superintendents will be unlikely to put their name into consideration.	Some stakeholders may feel the process is not open enough as they will want to know who is being considered. Some members of the committee may violate the confidentiality agreement. Some candidates may not apply.	Stakeholders may feel the Board is not interested in their views. Community reaction may impact the acceptance of the preferred candidate. If confidentiality is violated, it may be viewed that a board member did so.

## The Recruitment Phase

A key factor of a successful search is effective marketing and aggressive recruitment of successful individuals who may not be seeking a new position. To this end, HYA will aggressively identify individuals who meet the criteria identified by the Board and actively recruit them to consider this position. Identification and recruitment is done in a variety of ways including the following:

- Announcements of the vacancy will be placed on a number of websites including HYA's ([www.ecragroup.com](http://www.ecragroup.com)), which will be linked to the District's website. It also will be posted on Education Week, AASA and other educational websites. The strengths of easy-to-use technology will be maximized when the District creates a superintendent search page and posts the link for the Leadership Profile Survey.

- Advertisements will be placed in national and regional publications as agreed upon with the Board. Ad content will be shared with the Board members prior to publication to ensure they reflect the intent of the Board. All material will indicate that the District is an equal opportunity employer.
- Subject to the Board's approval, all members of the groups with whom HYA consultants meet in the Leadership Profile Development process will be invited to nominate individuals they feel are highly qualified for the position. On occasion, the preferred candidate is identified through such a nomination. Regardless, it reinforces the Board's intent to have an open, unbiased search embracing candidates from within, as well as beyond, the local area.
- To initiate the search for candidates, contacts throughout the nation will be advised of the vacancy and asked to help identify individuals who match the criteria the Board has identified as desirable in its next Superintendent. Included in this communication will be superintendents reaching every region of the country and leaders of state and national educational organizations, university officials, foundation executives, state education department personnel, and individuals in business, government, industry and the military who have an interest in school ventures. Members of the firm are active professionally in state and national organizations affording ongoing identification of emerging educational leaders with unusual talent and promise.
- Members of the firm will contact prospective candidates who meet the criteria established by the Board. Additional candidates will be sought through personal contact with a number of individuals who work with and/or are aware of a broad spectrum of superintendents.
- Complementing nominations received and utilizing candidate information generated from over 1,000 successful executive searches, HYA will aggressively recruit candidates for the position. In addition, HYA staff will send frequent announcements regarding the search to all associates.

HYA has learned that technology facilitates and enhances the application process, and thus requires all candidates to apply online. The applications will be reviewed and acknowledged by the consultants. During this phase of the search, HYA usually initiates communication with and conducts preliminary reference checks on the most promising applicants in anticipation of an interview. All materials received for this search will be considered confidential and provided to no one except on a need-to-know basis, in a manner consistent with both federal and state law.

Toward the close of the search, HYA will review all application materials carefully – with the guidance of the Board-established criteria – and typically identify 10 to 15 candidates for particular consideration. These individuals will undergo additional reference checks, internet searches, and, as appropriate, initial interviews with representatives from HYA. It is the practice of HYA to personally interview any candidate prior to making recommendations to the Board. As in all phases of the search, HYA adheres to strict guidelines of confidentiality.

Of note, HYA's examination of a candidate's background reaches beyond the handpicked personal and professional references provided by the candidate. Our ability to gain important background

information regarding our candidates – beyond that which merely appears in an individual’s official file – is a unique and distinguishing characteristic of our firm, and is attributable, in part, to the integrity of both the firm and our associates, and the vast network of professional relationships built through their years in the education field.

## The Selection Phase

Upon completion of initial interviews, HYA will present a select slate to the Board. The number of candidates to be submitted will be determined by the Board during the initial Planning Session. Prior to presenting the slate (or in a separate advance session, if preferred), the consultants will conduct a seminar for the Board designed to prepare it for candidate interviews. This seminar will include written guidelines and protocols to ensure informative and comprehensive interviews. Approximately one-two hours in length, the seminar will also review the steps in the final stages of the search.

Prior to this workshop, HYA will solicit questions, hypothetical situations and/or topics of interest, identified by the Board as desirable topics of discussion for the Board’s initial interviews with the candidates. Such feedback will be developed into an Interview Script, which will be reviewed and revised during the aforementioned workshop and then used by the Board during the first round of interviews. The second interviews are generally unscripted and designed to follow-up on topics and questions identified during the first interviews. They also include an informal session such as a dinner with the candidate and his/her spouse or significant other, as well as the formal second interview.

The consultants generally do not sit in on the Board interviews but will be available for counsel or direct assistance to the Board throughout the interview process. The consultants will facilitate each decision-making session of the Board, if desired. Such involvement permits more active engagement by all Board members in both the general search process and the specific dialogue regarding the candidate pool. In facilitating the decision-making process, HYA assists the Board in assessing the abilities of the respective candidates in relation to the criteria identified by the Board.

After the Board identifies a preferred candidate, usually after the second round of interviews, HYA can facilitate the completion of a comprehensive background check on the finalist by an independent, third party firm – Baker Eubanks. This background review will confirm degrees attained, any data regarding the candidate on file with the criminal and domestic courts, as well as a review of his/her driving record and credit history. The firm can also conduct both print and social media reviews of the candidate. If desired the Board can conduct the reviews on multiple candidates before second interviews are conducted if the search calendar provides sufficient time. The options for background checks will be reviewed and determined by the Board at the Planning Meeting.

HYA also will assist the Board in arranging a visit to the finalist’s community in order to ensure that the Board’s research will be as comprehensive as possible. These steps are important components of the selection process.

## The Appointment Phase

Once the Board has determined their finalist and is satisfied with the successful completion of their due diligence review, the next step for the Board is to reach agreement on the contract terms to be offered. The HYA consultants will assist the Board in facilitating mutually agreeable terms with the preferred candidate. Once terms are determined, the consultants are available to work with the Board and/or its attorney in the preparation of a draft contract. It is highly recommended that the final contract be approved by the District's legal counsel prior to presentation to the candidate.

After the successful candidate accepts the offer, HYA will assist the Board in making the appropriate announcements and introducing the candidate to the community. HYA consultants will also contact all applicants, confirming the appointment and extending the Board's appreciation to all candidates. HYA advises the Board president to send a letter to the candidates interviewed by the Board.

## Post Appointment

In addition, if desired, HYA can assist the Board and new superintendent in developing and implementing a successful transition plan. These services, which include a roles and/or goal setting workshops, facilitation of the first year superintendent's evaluation and mentoring support throughout the year can greatly enhance the success of the new superintendent as s/he assumes the leadership role in the organization. The costs associated with these additional services are described in the cost section of the proposal, and can be adjusted based on the level and frequency of the services desired.

HYA is also able to provide its clients a wide range of information management and accountability services to help support board governance and superintendent appraisal. Examples of such services include, but are not limited to 360-degree evaluations, strategic and long-range planning, community dashboards, and value-added impact analysis of programs and personnel.

## Communication with the Board

HYA believes that communication and organization are critical to successful searches. These elements start even before the Planning Session. Prior to this meeting with the entire Board, each Board member will receive a detailed Planning Session agenda. A successful search relies on two-way communication throughout the search. In addition to the preparation of the agenda and meeting for the Planning Session, following are the formal and informal communication expectations for this search:

- A search manual will be provided to assist school board members in preparing for search activities and organizing all related material.

- A dedicated search portal can be established so that the Board can have confidential access to all information associated with the search through electronic communication.
- A clearly defined Planning Session will be held, during which all aspects of the search process will be discussed and decided.
- A comprehensive summary of the Planning Session will be sent to each Board member within three days of the meeting.
- A Leadership Profile Report will be sent to each Board member. The Report will summarize the input received from interviews with each Board member, individuals and groups with whom the Board requests the consultants to meet.
- The consultants will provide an oral report on the Leadership Profile findings and respond to questions at a public meeting to be determined by the Board.
- A workshop will be held with the entire Board to develop specific criteria to be sought in the new Superintendent. The criteria will be developed utilizing the findings of the Leadership Profile Report and Board members' knowledge relative to the District's future needs and challenges.
- Each Board member will be asked to identify questions, hypothetical situations or topics of interest that are important to consider in selecting the new Superintendent. These will be drafted into an Interview Script for the Board to review and revise, and eventually use in the interview of candidates.
- A workshop will be held to prepare Board members for successful candidate interviews.
- The slate will be presented to the Board in person. During this session, each Board member will be provided comprehensive written and verbal information relative to each candidate being recommended for an interview.
- The consultants will meet with the Board after each set of interviews to assist the Board in its debriefing and selection of semi-finalist candidates, and ultimately a preferred candidate.
- In addition to the above formal communications, HYA will provide progress reports via email or regular mail to all Board members, as agreed upon during the Planning Session. The consultants assigned to the search also will be available as needed via phone and email.

Board members will receive the business, home and cell phone numbers, as well as the email addresses, of the consultants. HYA's office staff, which is highly knowledgeable and pleased to

assist at any time, also will be available to the Board toll free from 9:00 a.m. to 5:00 p.m. CST, Monday through Friday.

## Extent of Services & Guarantees

HYA provides four guarantees to Boards when they contract with us for a search. They are:

- 1) Fixed Price** - The consultant fee is a fixed fee from the time of accepting our proposal until a Superintendent is employed. If there is a need to reopen a search because the chosen candidate decides not to come to the District or because the Board desires to see additional or different candidates, these search activities will be provided at no extra cost in the consulting fee.
- 2) Two-Year Window** - If the Superintendent departs from the position during the first year under any circumstances or within the (2) years if the same Board is still in place, HYA will conduct a new search for the Board at no additional cost barring expenses.
- 3) Non-Solicitation of Selected Candidate** - The Superintendent appointed with HYA's assistance will not be presented to another board as a candidate if it would result in his/her leaving the District in less than five (5) years unless the Board advises HYA that the Superintendent may seek another position or the Superintendent is no longer employed by the Board.
- 4) Price Match** - HYA will agree to match the price of any competitive bid as long as the bid is for a comparable level of services and support (both time and process).

## Cost Proposal

The consulting fee for the Comprehensive Search, as described, is \$32,500. A mutually agreeable change in the fee will be established if the Board desires the consultants to have a greater or lesser involvement in any phase of the search or to provide services in addition to those delineated in this proposal.

## Estimated Expenses

Expenses relating to search advertisement, interview expenses, and travel expenses of the candidates and Board will be borne by the Board.

- **Advertisements.** The costs for the advertisements are dependent upon variables such as type, size, layout and frequency of postings in national publications. Based on past experience HYA has created three advertisement packages that range between \$1,750 and \$4,000. These options will be explained and discussed at the Planning Meeting. HYA will also create a customized plan for the Board, if so desired.
- **Candidate Expenses.** Reliable estimates for interview costs and travel expenses for candidates are difficult to determine because interview accommodations, mode and



distance of travel, and – perhaps the most significant variable – the number of persons involved are unknown at this time. However, again based on our prototypical search, HYA estimates – for budgeting purposes – that candidate-related expenses will range anywhere between \$2,000 and \$6,000.

- **Consultant Expenses.** HYA estimates that travel costs for the proposed management team to be in the District and meet with the Board according to the plan for a typical search will be \$5000. If the Board wishes to have the consultants provide additional time for activities such as the community engagement committee or sitting in on candidate interviews with the Board, the cost for consultant time is \$750 per day.
- **Independent Background Checks and Media Reviews.** The costs for conducting independent, third party background checks by Baker-Eubanks depend upon the type and number of reviews the Board wishes to have completed. These decisions can be made at the Planning Meeting or at a later date. The costs range between \$800 and \$2,000 per candidate.

## Payment Schedule

Our consultant fee is due in installments: (1) 50% upon contract signing, (2) 25% presentation of the Leadership Profile Report, (3) 25% upon presentation of slate of recommended candidates. Expenses, generally, are billed approximately two weeks after the search is concluded.

## Workshops and Other Optional Services

HYA offers a variety of Board workshops, training and support services that could be of benefit to Boards and new superintendents during the transition period and the superintendent's first year in the school district. The most commonly requested workshops are:

- The "Roles Workshop" requires 3-4 hours and provides the Board with an opportunity to clarify the respective roles of the Board and the Superintendent. The workshop addresses the concepts of trusteeship, governance, management, continuous improvement and systemic change. Developing and maintaining effective Board - Superintendent relations, the need for long and short range planning, consensus decision-making and other components of successful boardsmanship also are discussed at this workshop. Typical cost is \$3,000.
- The "Post-Employment Workshop/Retreat" requires 6-8 hours and generally is conducted on a Friday evening and Saturday. At this workshop, the roles developed by the Board at the prior workshop are reviewed with the Superintendent. This workshop/retreat also provides the Board with an opportunity to determine what it **desires to have the Superintendent achieve during his/her first two years in the position.** These goals are clarified and reduced to writing. The workshop/retreat also provides an opportunity to establish mechanisms to initiate or reinforce the

concept of continuous improvement and to monitor the achievement of the Board's expectations. Processes and instruments for performance evaluation of the Superintendent and the Board will be developed. As part of this workshop, the Board and Superintendent will be provided an opportunity to consider the use of HYA's recently developed research-based, 360-degree evaluation process. Typical cost is \$5,000.

- **Comprehensive First-Year Support** – In addition to the two workshops described above, HYA would also provide ongoing mentoring for the new Superintendent to provide periodic check points (at least six times during the year) on progress towards the goals and work in the District. The mentoring relationships will be designed between the HYA consultant and the new Superintendent with input from the Board. Comprehensive support also includes facilitation of the Board's first year evaluation of the new Superintendent using the evaluation process agreed upon during the aforementioned workshop-retreat and/or HYA's recently developed research-based 360-degree superintendent evaluation process. The specific plans and approach for these services will be determined by the Board and new Superintendent, with facilitation by the HYA consultant. Typical cost is \$12,500.

HYA also creates customized workshops to meet the specific needs of the Board. These can be designed to meet the specific needs, timelines, and price points desired by the Board.

HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader for the Capistrano Unified School District. Please contact us at 847-318-0072 or at [hya@ecragroup.com](mailto:hya@ecragroup.com) if you have any questions or need for additional information.

**CAROLYN McKENNAN**

130 Sea Terrace Way  
Aptos, CA 95003

**EDUCATION**

Ed.D.	University of Southern California
M.S.	Montana State University, Billings
B.S.	Montana State University, Billings

**PROFESSIONAL EXPERIENCE**

2013-Present	President, West Coast Region, Hazard, Young, Attea & Associates
2003-2013	Senior Associate, Hazard, Young, Attea & Associates, Ltd. (IL)
2005-2012	Member Services Representative, Association California School Administrators
1996-2005	Superintendent of Schools, Morgan Hill Unified School District (CA)
1990-1996	Superintendent of Schools, Soquel Union Elementary School District (CA)
1989-1990	Assistant Superintendent Instructional Services, San Luis Coastal Unified School District (CA)
1988-1989	Associate Superintendent Administration and Instructional Services Sunnyvale Elementary School District (CA)
1987-1988	Acting Superintendent, Sunnyvale Elementary School District (CA)
1986-1987	Associate Superintendent Curriculum and Instruction, Sunnyvale Elementary School District (CA)
1985-1986	Executive Director Curriculum and Instruction, Billings Public Schools (MT)
1973-1985	Principal, Billings Public Schools (MT)
1967-1972	Teacher, Billings (MT)

**CURRENT/PAST CIVIC/PROFESSIONAL ACTIVITIES**

Morgan Hill Rotary Club, member, 1996-2005, Paul Harris Fellow  
Board of Directors, Cultural Council of Santa Cruz County, 1993-1996  
Capitola Chamber of Commerce, member, 1994-1995  
Board of Directors, Wharf-to-Wharf Race Committee, 1995-present  
Board of Directors, Sunnyvale Chamber of Commerce, 1987-1989  
Board of Directors, Leadership Sunnyvale, Vice president, 1987-1989  
Committee for Business and Education Together, Sunnyvale, CA, 1987-1989

**PROFESSIONAL AFFILIATIONS**

President, Superintendents Council, Association of California School Administrators, 2002-2005  
President, California City School Superintendents Association, 2000-2001, Secretary 1999-2000  
Association of California School Administrators Curriculum Management Audit Committee Governance Council, member, 1997-2003  
Chairperson, Mentor New Superintendent's Workshop, Association of California School Administrators, Program, 1993-1994  
President, Santa Cruz County Administrative Women in Education, 1992-1994  
Vice President, Legislative Action, Santa Cruz Chapter, Association of California School Administrators, 1992-1994  
American Association of School Administrators  
Association for Supervision and Curriculum Development  
Phi Delta Kappa

**HONORS**

Elected President, Association of California School Administrators Superintendency Council, 2002-2005  
CA School Boards Association, Superintendent's Advisory Council, appointed representative, 2003-2005  
Association of CA School Administrators, elected representative, Region 8 Superintendency Committee  
Association of School Administrators Legislative Policy Committee, 1997-1998  
American Association of School Administrators, California Delegate  
Association of CA School Administrators, elected representative, Region 10, Superintendency Committee, 1995-1998  
Regional Merit Award, South Bay School Leadership Center California School Leadership Academy, 1993  
Senior Level Traineeship, Montana State University, 1967

## RUDY M. CASTRUITA

### EDUCATION

Ed.D.	University of Southern California	1983
M.S.	Utah State University	1967
B.S.	Utah State University	1966

### PROFESSIONAL EXPERIENCE

2006-Present	Senior Associate, Hazard, Young, Attea & Associates (IL)
2006-Present	Endowed Chair, USC, Rossier School of Education Administration (CA)
1994-2006	Superintendent, San Diego County (CA)
1988-1994	Superintendent, Santa Ana Unified School District (CA)
1987-1988	Associate Superintendent, Santa Ana Unified School District (CA)
1985-1987	Assistant Superintendent, Santa Ana Unified School District (CA)
1980-1985	Principal, Los Alamitos Unified School District (CA)
1975-1980	Assistant Principal, El Monte Union High School District (CA)
1967-1975	Secondary Teacher, El Monte Union High School District (CA)
1967-1975	Counselor, Coordinator of Driver Education, El Monte Union High School District (CA)

### CURRENT/PAST CIVIC/PROFESSIONAL ACTIVITIES

Adjunct Professor, California State University  
Adjunct Professor, University of San Francisco  
U.S. Department of Defense Advisory Council on Dependent Education  
State Superintendent's Task Force on "Reading First Initiative"  
Language Arts Task Force, State of California, Chair  
Academic Performance Index Task Force, State of California  
Governance Task Force and State Committee to Develop a Master Plan for Education  
State Superintendent's Advisory Commission for the Public Schools Accountability Act of 1999  
State Superintendent of Public Instruction Eastin's Transition Team  
USC Alumni Association Board of Governors and Superintendents Advisory Council  
California County Superintendents Education Services Association (CCSESA), Past President  
University of California Latino Eligibility Study  
Harvard Urban Superintendent's Program, Mentor Superintendent  
Scholarship America  
Education Research and Development Institute  
Greater San Diego Chamber of Commerce  
Hispanic Chamber of Commerce  
San Diego United Way/CIAD  
San Diego YMCA  
Natural History Museum  
Laurels for Leaders  
California Center for the Arts

### AWARDS AND RECOGNITIONS

California's Superintendent of the Year, 1992  
Marcus Foster Award from ACSA, 1991

# WILLIAM J. ATTEA

## EDUCATION

Ed.D.	State University of New York at Buffalo	1966
Ed.M.	State University of New York at Buffalo	1962
B.A.	Niagara University	1959

## PROFESSIONAL EXPERIENCE

2010 - present	Executive Vice President, ECRA Group, Inc. (IL)
2007- 2010	Chair, Board of Directors, Hazard, Young, Attea & Associates (IL)
1987-2006	Managing Principal, Hazard, Young, Attea & Associates (IL)
2002-2009	Adjunct Professor, National-Louis University (IL)
1990-2007	Executive Secretary, Suburban School Superintendents (USA)
1994-1995	Director, National Center for Leadership, National Louis University (IL)
1970-1994	Superintendent of Schools, Glenview Public Schools (IL)
1985-1994	Administrative Agent, North Cook Educational Service Center (IL)
1967-1970	Director of Instructional Services, Wilmette Public Schools (IL)
1965-1967	Assistant to Superintendent, Geneva Public Schools (NY)
1964-1965	Ford Foundation Intern, North Tonawanda Public Schools (NY)
1963-1964	Research Assistant, Western New York School Study Council
1960-1963	Teacher, Clarence Central Schools (NY)

## CURRENT/PAST CIVIC/PROFESSIONAL ACTIVITIES

Adjunct Professor, University of Illinois Chicago  
Council for Educational Change  
DePaul University School of Education Advisory Committee  
Ed-Red Finance Committee, Past Chair  
Glenview Education Foundation  
Glenview Values Project, Co-Founder  
Glenview Historical Society  
Glenview Sister Cities' Committee  
Grove Heritage Association  
Illinois State Superintendent of Education Advisory Committee  
Rotary Club of Glenview-Sunrise, Past President

## PROFESSIONAL MEMBERSHIPS

American Association of School Administrators  
Illinois Association of School Administrators  
Midwest Superintendents' Association  
National Education Association  
Phi Delta Kappa, Northwestern University (IL) Chapter  
Society of Educational Administrators  
Suburban School Superintendents  
Superintendents Round Table and Study Club of Northern Illinois, Past-president

## AWARDS AND RECOGNITIONS

Van Miller Distinguished Scholar Practitioner Award for "Outstanding contributions to the field of education" presented by the University of Illinois Alumni Association and the Illinois Association of School Administrators, 1989  
Executive Education 100 Award (Selected as one of North America's 100 leading school executives by an independent panel of jurors) presented by the American School Board Journal and Executive Educator magazines, 1990 and 1987  
James T. Lambdin III Memorial Award for "Outstanding contribution in support of naval aviation" through support for quality education for dependents of military, 1984  
Glenview Citizen of the Year for "Outstanding and selfless dedication" toward the betterment of the Glenview community, 1980  
PTA Honorary Life Member  
"Service Above Self Award" presented by the Rotary Club of Glenview, 1979

**PRICING SHEET**

The purpose of this form is to provide a standard format by which the Proposer submits to the DISTRICT a summary of the estimated costs suitable for detailed review and analysis. The Proposer shall complete the Price/Cost Proposal in its entirety.

The negotiated hourly rate shall become the basis for payment of invoices and will be reflected in the Professional Services Agreement. Hourly rates shall remain fixed for the duration of the contract period.

Title	Hourly Rate
We do not use hourly rates	
Total Price for Superintendent Recruitment	Contract Price \$ 32,500

Hazard, Young, Attea & Associates  
 Print Name of Firm

[Handwritten Signature]  
 Authorized Signature

Hank Gmetra  
 Representative

270092348  
 Federal I.D. #/License

1/20/14  
 Date

**CERTIFICATION**  
**REQUEST FOR PROPOSALS (RFQ-P) NO. 9-1314**  
**Executive Search Firm - Superintendent Recruitment**

I certify that I have read the attached Request for Qualifications/Proposal - (RFQ-P) NO. 9-1314 Executive Search Firm - Superintendent Recruitment and the instructions for submitting an RFQ-P. I further certify that I must submit one (1) original and eight (8) copies of the firm's proposal in response to this request, completed Certification by Contractor Criminal Records Check, Pricing Sheet, W9, Noncollusion Declaration, Tobacco Use, and Conflict of Interest Certification, and that I am authorized to commit the firm to the proposal submitted.

Hank Gmitro  
Signature

Hank Gmitro  
Typed or Printed Name

President  
Title

Hazard, Young, Atter & Ass.  
Company

5600 N River Rd Suite 80  
Address

Rosemont, IL 60018  
Address

847-318-0072  
Telephone

847-724-8467  
Fax

1/10/14  
Date

hgmitro@ecragroup.com  
E-Mail Address

If you are bidding as a corporation,  
please provide your corporate seal  
here:

**CERTIFICATION BY CONTRACTOR**  
**CRIMINAL RECORDS CHECK**  
**AB 1610, 1612 and 2102**

To the Governing Board of Capistrano Unified School District:

1. Hank Gmitro certify that:  
Name of Contractor

1. I have carefully read and understand the Notice to Contractors Regarding Criminal Record Checks (Education Code Section 45125.1) required by the passage of AB 1610, 1612 and 2102.
2. Due to the nature of the work I will be performing for the District, my employees may have contact with students of the District.
3. None of the employees who will be performing the work have been convicted of a violent or serious felony as defined in the Notice and in Penal Code Section 1192.7 and this determination was made by a fingerprint check through the Department of Justice.

I declare under penalty of perjury that the foregoing is true and correct.

Executed at Rosemont, IL California on 1/10/14.  
Date

Hank Gmitro  
Signature

Hank Gmitro  
Typed or printed name

President  
Title

5600 N River Rd Suite 180  
Address Rosemont IL

847-318-0072  
Telephone





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
6/26/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> DS&P Insurance Services, Inc. 1530 E Dundee Rd. 2nd Floor  Palatine IL 60074	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext) (847) 934-6100 FAX (A/C, No) E-MAIL ADDRESS													
	<table border="1"> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A: Hartford Ins Co Of Midwest</td> <td>37478</td> </tr> <tr> <td>INSURER B: Sentinel Insurance Company, LT</td> <td>11000</td> </tr> <tr> <td>INSURER C: Federal Insurance Company</td> <td>20281</td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Hartford Ins Co Of Midwest	37478	INSURER B: Sentinel Insurance Company, LT	11000	INSURER C: Federal Insurance Company	20281	INSURER D:		INSURER E:		INSURER F:
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INSURER D:														
INSURER E:														
INSURER F:														
<b>INSURED</b> (847) 318-0272 ECRA Group, Inc.  5600 N. River Rd. Ste 180  Rosemont IL 60018-5184														

**COVERAGES** CERTIFICATE NUMBER: Cert ID 12911 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS

INSR LTR	TYPE OF INSURANCE	ADD'L SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJ <input type="checkbox"/> LOC		83SBAPY2314	7/1/2013	7/1/2014	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		83SBAPY2314	7/1/2013	7/1/2014	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> OCCLR <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		83SBAPY2314	7/1/2013	7/1/2014	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS on cw	Y/N N/A	83WECBM2787	7/1/2013	7/1/2014	<input checked="" type="checkbox"/> WC STATUTORY LIMITS E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
C	<b>PROFESSIONAL LIABILITY</b>		82256406	7/1/2013	7/1/2014	Each Claim / Aggregate \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)  
 ADDITIONAL INSURED WITH RESPECTS TO GENERAL LIABILITY WHEN REQUIRED BY WRITTEN CONTRACT: ALVORD UNIFIED SCHOOL DISTRICT

**CERTIFICATE HOLDER**

ALVORD UNIFIED SCHOOL DISTRICT  
 ATTN: NICOLAS FERGUSON, SUPERINTENDENT  
 10365 KELLER  
  
 RIVERSIDE CA 92505

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2010 ACORD CORPORATION. All rights reserved.

## Request for Taxpayer Identification Number and Certification

Give form to the requester. Do not send to the IRS.

**Name (as shown on your income tax return)**  
**ECRA Group Incorporated**

**Business name, if different from above**

Check appropriate box  Individual/sole proprietor  Corporation  Partnership  
 Limited liability company. Enter the tax classification on (D=disregarded entity, C=corporation, P=partnership) ▶ .....  Exempt payee  
 Other (see instructions) ▶

**Address (number, street, and apt. or suite no.)**  
5600 N River Rd Ste 180

**City, state, and ZIP code**  
Rosemont IL 60018-5184

**Recruiter's name and address (optional)**

**List account number(s) here (optional)**

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on Line 1 to avoid backup withholding. For individual's, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

**Note.** If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number
OR
Employer identification number
27 : 0092348

### Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
- I am a U.S. citizen or other U.S. person (defined below).

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the Certification, but you must provide your correct TIN. See the instructions on page 4.

**Sign Here**      Signature of U.S. person ▶ *Teri A. Adde*      Date ▶ 1/29/10

### General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

#### Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued).
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

**Note.** If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

**Definition of a U.S. person.** For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7)

**Special rules for partnerships.** Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.

The person who gives Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States is in the following cases:

- The U.S. owner of a disregarded entity and not the entity

**CONFLICT OF INTEREST CERTIFICATION**

All proposers/firms shall respond to each of the following questions to determine whether any actual or perceived conflict of interest exists.

PRINT NAME

Hank Gmitro

SIGNATURE AND DATE

Hank Gmitro 1/10/14

TITLE OF OFFICER

President

NAME OF COMPANY

Hazard, Young, Attra & Ass.

As part of your Certification, please respond to the following questions listed below:

1. Have you or any of your team member(s) or consultant(s) been employed by the DISTRICT in the last three years? [Yes] [No]. If your answer is "Yes", please provide the following information:

- a. Were you a full-time employee?
- Part-Time employee?
- As-Needed employee?
- Consultant?
- Or other, please

[Yes]  [No]  
[Yes]  [No]  
[Yes]  [No]  
 [Yes]  [No]

Explain: Bill Attra, did consulting work during the

b. What were the date(s) of your employment/employment contract/consulting contract?  
Spring 2010

c. In which department(s) of DISTRICT did you work?  
Board of Education

d. Who was/were your Supervisor(s)?  
Board Members

e. Please describe your job duties and responsibilities for each DISTRICT position held?  
Assist the Board with their Superintendent Search

f. What was your last date of employment?  
June 30 2010

last  
Superintendent  
Search in  
2010

2. Do any Board of Education Member(s) or District employee(s) have a business position or serve as an Officer(s), Partner(s) or Shareholder(s) in your company? [Yes]  [No] If the answer is "Yes", please provide the following information:

a. What is the name of the Board Member(s) or employee(s)?  
\_\_\_\_\_

**NONCOLLUSION DECLARATION**  
**IN ACCORDANCE WITH PUBLIC CONTRACT CODE SECTION 7106**

The undersigned declares:

I am the President of Hazard, Young, Atkins & Associates the party making the foregoing bid.

The bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The bid is genuine and not collusive or sham. The bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid. The bidder has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or to refrain from bidding. The bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder. All statements contained in the bid are true. The bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, to effectuate a collusive or sham bid, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a bidder that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the bidder.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on 1/10/14 [date], at Rosemont [city], IL [state].

Hank Gmitro

Signature

Hank Gmitro

Print Name

**TOBACCO USE POLICY**

In the interest of public health, the Capistrano Unified School District provides a tobacco-free environment. Smoking or the use of any tobacco products are prohibited in buildings and vehicles, and on any property owned, leased or contracted for, by the Capistrano Unified School District. Failure to abide with conditions could result in the termination of this agreement.

Each employee engaged in the performance of the contract will be given a copy of this statement and, as a condition of this Agreement; the Bidder agrees to abide by the terms.

I acknowledge that I am aware of Tobacco Use Policy and hereby certify that I will adhere to the requirements of the policy.

Hazard, Young, Artea. & Ass.  
Name of Bidder  
Heidi Gentes  
Signature  
1/10/14  
Date

# Select HYA Superintendent Search History

WITH REFERENCES

## 2013

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Belmont-Redwood Shores SD (CA) 3,600 students Robert Tashjian tashjian@brssd.org	Livingston Schools (NJ) 5,400 students Ronnie Spring 201.424.0058	Alvord Unified SD (CA) 19,812 students Art Kaspereen artjr@gmail.com	Fairfax County Schools (VA) 186,000 students Ilyong Moon 703.409.0270
Fox Point – Bayside Schools (WI) 500 students Deb Friberg deb_friberg@hotmail.com	Oconomowoc Area Schools (WI) 5,100 students Don Wiemer 262.490.0804		Fort Bend ISD (TX) 69,000 students Jim Rice 832.563.2942
Monona Grove School District (WI) 3,121 students Susan Fox 608.222.5015	Piscataway Twp SD (NJ) 7,200 students Tom Mosier tmosier@pway.org		Indianapolis Public Schools (IN) 30,000 students Diane Arnold 317.679.8844
Nicolet High School (WI) 1,300 students Marilyn Franklin 413.352.1180	Passaic City SD (NJ) 7,000 students Salim Patel 973.470.8984		Jersey City Public Schools (NJ) 26,000 students Suzanne Mack 201.344.7599
Portola Valley School District (CA) 700 students Jocelyn Swisher 650.851.1777	Portage Public Schools (MI) 8,700 students Robert Snyder 269.381.3585		Round Rock ISD (TX) 41,000 students Catherine Hanna 512.464.5000
Public Schools of the Tarrytowns (NY) 2,100 students Mimi Godwin 914.564.9621	San Leandro Unified SD (CA) 8,800 students Diane J. Prola 510.483.0744		
Sausalito Marin City SD (CA) 500 students William Ziegler 415.331.0505	Shaker Heights City Schools (OH) 5,500 students Annette Sutherland 216.991.8573		
Secaucus School District (NJ) 2,190 students Jack McStowe jmcstowe@sboe.us	St John the Baptist Parish SD (LA) 6,253 students Gerald Keller 504.628.5277		
Sunnybrook SD 171 (IL) 1,015 students Lance Lape 708.895.7790			
Tuckahoe Union Free SD (NY) 1,100 students Julio Urbina 212.239.3030			
Tukwila Schools (WA) 2,920 students Mark Wahlstrom wahlsea@yahoo.com			
Watchung Hills Regional HS (NJ) 2,068 students Robert Horowitz 732.563.1122			



# Select HYA Superintendent Search History

WITH REFERENCES

## 2012

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Byron CUSD 226 (IL) 1,600 students Doug Floski doug@oglelaw.com	Lynchburg City SD (VA) 10,000 students Charles White 434.528.4510	Cupertino Schools (CA) 14,000 students Anjali Kausar aakausar@att.net	Baltimore County Schools (MD) 106,000 students Lawrence Schmidt lschmidt@sgs-law.com
Deerfield Public Schools (IL) 3,100 students Ellen London 847.405.9607	Mentor Public Schools (OH) 8,900 students Alan Mihok 440.205.8432	Downey Unified Schools (CA) 22,500 K-12 students Nancy Swenson nswenson@dusd.net	Jefferson Parish SD (Harvey, LA) 46,000 students Mike Delesdemier 504.812.2150
Eureka School District (Granite Bay, CA) 3,800 students Jerri Davis 916.780.0383	Muskego-Norway Public Schools (WI) 5,000 students Jim Schaefer 414.303.9755	Hamilton Township Schools (NJ) 12,000 students Ron Tola 610.637.6617	Maryland State Superintendent James DeGraffenreid 410.336.3991
Greenburgh CSD #7 (NY) 1,800 students Terry Williams 914.686.5224	Park Hill School District (MO) 9,000 students Denise Schnell 816.587.7620	Highline School District (Burien, WA) 18,000 students Angelica Alvarez 206.660.7695	Seattle Public Schools (WA) 45,300 students Michael DeBell 206.252.0040
Greendale Schools (WI) 2,600 students Joseph Crappitto 414.906.6213	Normandy Schools (MO) 4,400 students Sheila Williams sqw3@charter.net	Lansing School District (MI) 13,000 students Myra Ford myra.ford@lansingschools.net	Spokane Public Schools (WA) 30,300 students Bob Douthitt 509.220.3440
Indian Hill Exempted School (OH) 2,000 students Elizabeth Johnston Elizabeth.johnston@ih.k12.oh.us	Roaring Fork SD RE-1 (CO) 5,300 students Matthew Hamilton 970.400.7153		Stamford Public Schools (CT) 28,000 students Polly Rauh 203.325.9379
Irvington Union Free SD (NY) 1,800 students Robyne Kamp 914.591.6118	Upper Arlington Schools (OH) 5,300 students Robin Comfort rcomfort@uaschools.org		
Lake Bluff SD 65 (IL) 500 students Mary Jane Brady 847.615.7168			
Marlborough Schools (MA) 4,800 students Arthur Vigenat 508.460.3552			
Pelham Union Free SD (NY) 2,800 students Lisa Kieman 914.629.5414			
Plainedge Union Free SD (NY) 3,400 students Catherine Flanagan cathy510@yahoo.com			
Riverside SD 96, (IL) 1,500 students Mary Ellen Meindl 708.528.5898			
Ross School District (CA) 500 students Todd Blake 415.456.6444			

REFERENCES – PAGE 2



**HYA** Executive Search  
Hazaric, Young, Altea & Associates

# Select HYA Superintendent Search History

WITH REFERENCES

## 2011

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Amherst –Pelham SD (MA) 2,000 students Rick Hood 413.320.3611	Bay Shore Schools (NY) 5,800 students Greg Nardone 516.523.7205	Davenport CSD (IA) 16,000 students Ralph Johanson 563.381.4598	Beaverton Schools (OR) 38,000 students Tim Quillen 503.880.4274
Beverly Hills Schools (CA) 4,702 students Lisa Korbatov 310.413.3223	Clarence School District (NY) 5,600 students Michael Lex mblex@verizon.net	Frederick County Schools (VA) 13,000 students Stuart Wolk 540.533.6715	Boulder Valley Schools (CO) 25,000 students Ken Roberge 303.443.2509
Burlingame Schools (CA) 2,400 students Michael Intrieri 510.864.3600	Dothan City Schools (AL) 9,907 students Dr. Harry Wayne Parrish parrishhwp@yahoo.com	Santa Barbara School District (CA) 15,500 students Annette Cordero corderoa@sbcc.edu	Colorado State Commissioner of Education Elaine Berman 720.207.8703
Chappaqua Schools (NY) 4,000 students Janet Benton 914.273.5342	Grosse Pointe Public Schools (MI) 5,000 students John Steininger GPMS@aol.com	Saugus School District (CA) 11,000 k-6 students Doug Bryce dbryce@saugus.k12.ca.us	Frederick County Schools (MD) 39,000 students Brad Young 301.845.0263
Dobbs Ferry Schools (NY) 1,300 students Lynn Black 914.674.9110	Southeast Polk CUSD (IA) 5,988 students Lori Slings lslings@valleyb.com	Vallejo City Schools (CA) 17,700 students Ward Stewart 707.853.6160	Lewisville ISD (TX) 50,000 students Carol Kyer 469.576.0871
Lincolnshire Prairie View SD (IL) 1,650 students David Panitch david@rtg-inc.com	Zeeland Schools (MI) 5,723 students Carol Slagh b_cslagh@juno.com		Montgomery County Schools (Rockville, MD) 136,000 students Christopher Barclay 301.302.5623
Loomis Union School District (CA) 2,500 students Jim Foster jimmy-foster@sbcglobal.net			Santa Ana Schools (CA) 58,000 students Jose Hernandez 714.397.1023
Marblehead Schools (MA) 3,200 students Kathleen Leonardson 781.307.2019			
Mill Valley Schools (CA) 2,813 students Robin Moses 415.381.5795			
North Chicago CUSD (IL) 4,000 students Ken Robinson (224)374.7299			
Summit School District (CO) 3,062 students Jon Kraemelmeyer 970.688.5384			
Telluride Schools (CO) 800 students Banks Brown 970.729.1100			
Woodside Elementary (CA) 850 students Betinna Pike 650.851.7121			





# Select HYA Superintendent Search History

WITH REFERENCES

## 2010

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
<p>Clayton County SD (MO) 2,500 students Omri Praiss omri.praiss@huschblackwell.com</p> <p>Fremont SD 79 (IL) 1,875 students Sandy Bickley 847. 302.2699</p> <p>Kohler SD (WI) 500 students Jane Bishop 920. 207.6278</p> <p>Lindop SD (IL) 500 students Terri Sharpp 312.261.3154</p> <p>Newburyport Public Schools (MA) 2,300 students Gordan Bechtel 978.465.5681</p> <p>Park Ridge SD 64 (IL) 4,300 students John Heyde jheyde@sidley.com</p> <p>Reed SD (CA) 1,035 students Lisa Matthews 415.505.5472</p> <p>Ross Valley SD (CA) 2,000 students Sharon Sager 415.847.0035</p> <p>Warren Twp SD, (NJ) 2,189 K-8 Roberta Monahan 908-753-5300 #7</p> <p>Whitefish Bay Schools (WI) 3,000 students James Phillips 414.961.7723</p>	<p>Bellingham SD (WA) 10,000 students Dr. Ken Gass 360.671-1003</p> <p>Fairfield Public Schools (CT) 7,900 students Catherine Albin 203.256.1422</p> <p>Mamaroneck Union Free SD (NY) 5,000 students Linnet Tse 914.833.2871</p> <p>Millburn Township Schools (NJ) 5,200 students Noreen Brunini 973.912.0424</p> <p>Oak Park SD 97 (IL) 5,200 students Peter Traczyk ptraczyk@op97.org</p> <p>Orangeburg SD (SC) 7,300 students Melvin Crum 803.536.0155</p> <p>Wausau SD (WI) 8,300 students Michelle Schaeffer 715.551.0722</p>	<p>Carpentersville CUSD 300 (IL) 19,000 students Joe Stevens jstevens@dls.net</p> <p>Fremont USD (CA) 32,000 students Byron Gebhart 501.543.4566</p> <p>Iowa City Schools (IA) 11,237 students Patti Fields 319.338.9688</p> <p>Newton Public Schools (MA) 11,237 students Claire Sokoloff 617.816.4469</p> <p>Oshkosh Area SD (WI) 10,500 students Ben Schneider, II 920.235.9262</p> <p>Peoria SD 150 (IL) 14,000 students David Gorenz 309.688.2824</p> <p>Pleasanton USD (CA) 14,787 students Vaierie Arkin 925.417.1969</p>	<p>Birmingham City Schools (AL) 29,000 students April Williams 205.960.6257</p> <p>Capistrano USD (CA) 51,000 students Anna Bryson 949.290.7196</p> <p>Carroll County Schools (MD) 28,000 students Barbara Shreeve 410.740.3150</p> <p>Douglas County Schools (CO) 56,000 students Dan Gerken 720.219.3366</p> <p>Polk County Schools (FL) 92,000 students Kay Fields 863.559.6829</p>



# Select HYA Superintendent Search History

WITH REFERENCES

## 2009

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
CCSD 181 (Hinsdale, IL) 4,700 students Marc Monyek 630.794.0517	Castro Valley USD (CA) 8,684 students George Granger 510.326.8903	Arlington Public Schools (VA) 18,736 students Sally Baird 703.486.0655	East Baton Rouge Parish (LA) 45,000 students Jerry Arbor 225.387.5557
Croton-Harmon Schools (NY) 1,600 students Kathy Brechner 914.271.8590	Fond du Lac Schools (WI) 7,200 students Eric Everson 920.517.2316	Bellevue SD (WA) 16,218 students Chris Marks 425.941.9573	Metro. SD (Nashville, TN) 74,000 students David Fox 615.298.2848
Hudson SD (MA) 2,500 students Tom Green tgreen_inhudson@hotmail.com	Greenwich PS (CT) 8,960 students Steve Anderson andersonsb@optonline.com	Clarke County Schools (Athens, GA) – 11,000 students Denise Mewborn 706.338.2189	Rockford SD (IL) 29,000 students Nancy Kalchbrenner 815.262.3216
Lyons Township HSD (IL) 3,897 students Mark Pera 708.579.6455	White Plains Schools (NY) 6,000 students Donna McLaughlin 914.761.3778	Coachella Valley USD (CA) 17,900 students Gloria Maldonado 760.775.9738	Scottsdale USD (AZ) 26,567 students Karen Beckvar 602.686.3803
Moffatt County SD (Craig, CO) 2,395 students Andria Camp 970.824.0257		Lawrence Public Schools (KS) 10,254 students Craig Grant 785.842.8298	St. Paul Public Schools (MN) 39,000 students Kazoua Kong-Thao 651.238.1869
Mountain Brook City Schools (AL) 4,000 students Gary London 205.244.5672		Oswego CUSD 308 (IL) 15,000 students Lynn Cullick 630.551.4811	Wichita Public Schools (KS) 48,000 students Lynn Rogers 316.262.4716
Robbinsville SD (NJ) 1,100 students Michael Reca 609.259.8441		Oxnard USD (CA) 15,441 students Dennis O'Leary 805.815.4442	
West Chicago HSD (IL) 2,160 students Tony Reyes 630.669.0501		Richmond Public Schools (VA) 25,000 students Tom Farrell 804.819.2112	



# Select HYA Superintendent Search History

WITH REFERENCES

## 2008

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Alamo Heights ISD (TX) 4,400 students Bill Kingman 210.829.1199	Durango SD 9-R (CO) 5,000 students Jeff Shell 970.375.7721	Alexandria City Schools (VA) 10,557 students Yvonne Folkerts 703.823.6269	Compton USD (CA) 32,000 students Fred Easter 310.603.9424
Ardley UFSD (NY) 2,200 students Mark Cohen mcohen23@aol.com	Lake Central Schools (IN) 9,860 students Howard Marshall 219.864.7273	Bend – La Pine SD (OR) 16,000 students Nathan Hovekamp 541.318.8362	Riverside USD (CA) 45,000 students Dr. Charles Beaty 951.787.8984
Burlingame ESD (CA) 2,400 students Michael Barber 650.483.5087	Normandy SD (MO) 5,500 students Cozy W. Marks, III 314.389.4576	Burnsville-Eagan-Savage ISD (MN) 10,600 students Vicki Roy 952.894.4032	San Diego City SD (CA) 131,000 students Luis Acle 619.232.6658
Homer CCSD 33C (IL) 2,700 students Tom Buckley 708.301.6691	Plainfield SD (NJ) 7,000 students Patricia Barksdale 908.754-3380	Clifton Public Schools (NJ) 10,500 students Mike Urcioli 973.881.0252	Shawnee Mission Schools (KS) 28,000 students Craig Denny 913.888.7703
Istip UFSD (NY) 3,600 students Catherine Romano 631.793.7671	St. Cloud Area SD (MN) 10,000 students Deb Lalley deb.lalley@isd742.org	Lancaster, SD of (PA) 11,744 students Patrick Snyder pns1@comcast.net	Spokane Public Schools (WA) 30,300 students Christie Querna 509.455.9886
Kohler SD (WI) 500 students Jim O'Donnell 920.458.6115	White Bear Lake Area SD (MN) 7,700 students Gregg Larson 651.426.1288	Waukesha, SD of (WI) 13,923 students Dan Warren dwarren@pabstfarms.com	Stockton USD (CA) 36,700 students Dan Castillo 209.564.0253
Locust Valley CSD (NY) 2,300 students Dr. Yao Chu 516.759.3012			
Roxbury Township SD (NJ) 4,500 students Robert Badini 973.584.8525			
Tamalpais UHSD (CA) 3,900 students Susan Schmidt susanschmidt1117@yahoo.com			



# Select HYA Superintendent Search History

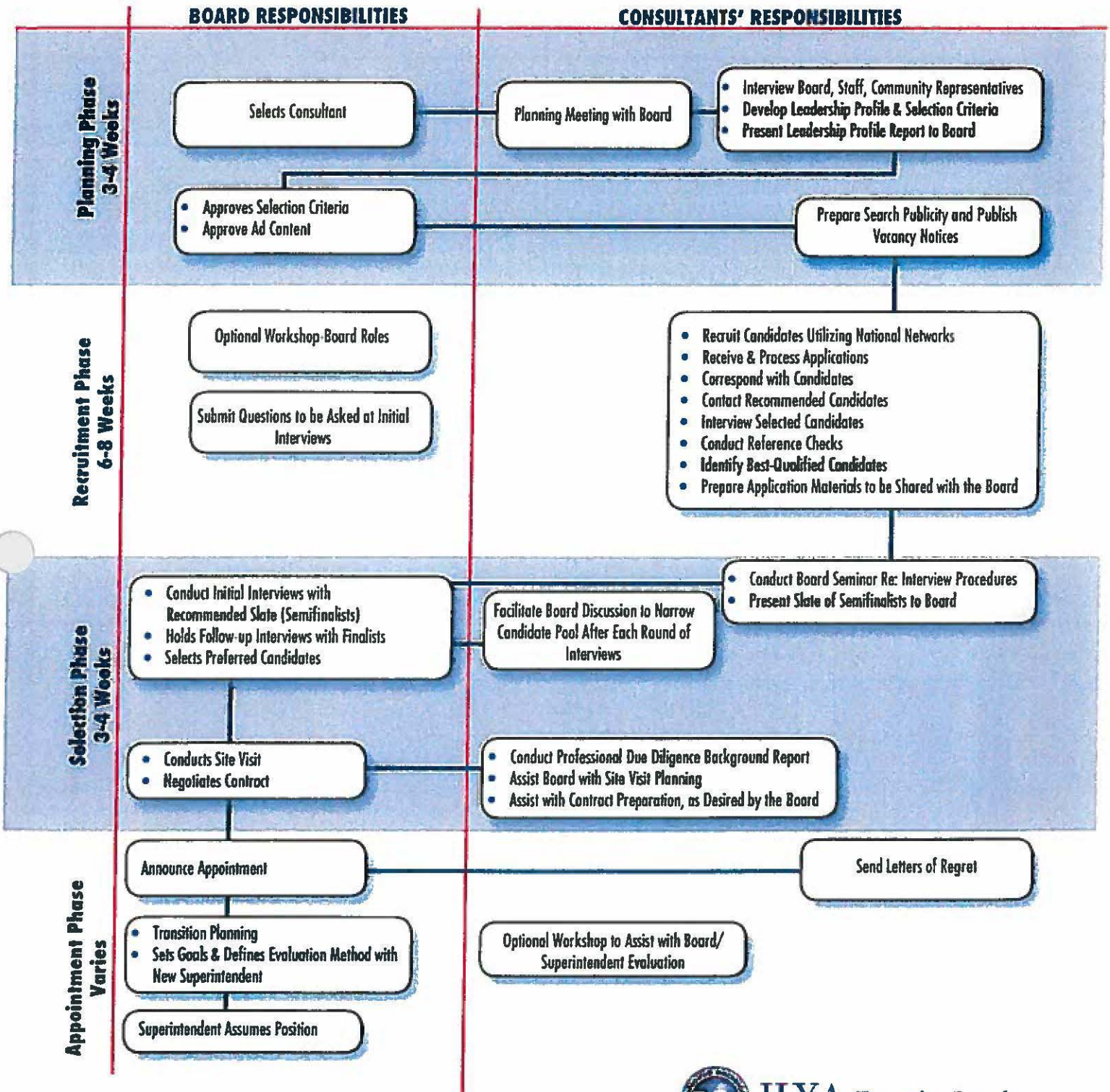
WITH REFERENCES

2007

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
<p>Eastchester UFSD (NY) 3,000 students Michelle Kissel 914.629.0142</p>	<p>Barrington CUSD (IL) 9,000 students Cara Richardson 630.285.4077</p>	<p>Academy School District 20 (CO) 21,000 students Vicki Taylor 719.337.7744</p>	<p>Boulder Valley Schools (CO) 25,500 students Helayne Jones 303.545.6376</p>
<p>Forest Park SD (IL) 1,400 students Lois Bugajsky 708.366.5610</p>	<p>Gilroy USD (CA) 9,200 students Tom Bundros 408.717.5481</p>	<p>Hoover City Schools (AL) 11,600 students Donna Frazier 205.991.8104</p>	<p>Indian Prairie SD 204 (IL) 28,000 students Jeanette Clark 630.983.9349</p>
<p>Las Lomas SD (CA) 1,000 students Lee Anderson 650.361.8980</p>	<p>Round Lake Area Schools (IL) 6,500 students Ann Welk 847.546.9247</p>	<p>Mt. Vernon City Schools (NY) 10,100 students Lynn McBride 914.918.8524</p>	<p>Jefferson County SD (Louisville, KY) – 89,600 students Joe Hardesty 502.367.1529</p>
<p>Lafayette SD (CA) 3,200 students Shayne Silva 925.283.4159</p>	<p>South Orange Maplewood SD (NJ) 6,300 students Rowland Bennett 973.762.5670 Lynn Crawford 973.378.9230</p>	<p>Southwestern Comm. College (CA) 19,000 students Terri Valladolid 619.778.9991</p>	<p>San Francisco USD (CA) 53,000 students Eric Mar 415.730.4188 Mark Sanchez 415.828.0029</p>
<p>Muskego – Norway SD (WI) 5,000 students Jim Schaefer 414.303.9755</p>		<p>Tempe Union HSD (AZ) 13,000 students Zita Johnson 480.967.4185</p>	<p>Sweetwater Union HSD (CA) 41,000 students Greg Sandoval 619.917.7773</p>
<p>Nicolet SD (WI) 1,300 students Marilyn Franklin 414.352.1180</p>		<p>Wheaton-Warrenville CUSD 200 (IL) – 14,200 students Andy Johnson 630.240.7092</p>	
<p>North Salem SD (NY) 1,400 students Marie Martell 914.277.7613</p>			
<p>Walnut Creek SD (CA) 3,200 students Barbara Pennington 925.997.2155</p>			



# Superintendent Search Flow Chart



**HYA** Executive Search  
Hazard, Young, Attea & Associates

847.318.0072 | www.ecragroup.com | hya@ecragroup.com

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5600 N. River Road, #180  
Rosemont, Illinois 60018



**PROPOSAL TO CONDUCT A  
SUPERINTENDENT SEARCH**

**for**



**CAPISTRANO UNIFIED SCHOOL DISTRICT**

**January 2014**

***Joseph Farley  
Superintendent***



## TABLE OF CONTENTS

<b>Proposal Letter/Executive Summary.....</b>	<b>1-3</b>
<b>Experience/References .....</b>	<b>4-5</b>
<b>Cost Analysis.....</b>	<b>6</b>
<b>Suggested Timeline .....</b>	<b>7</b>
<b>Overview of Search Process/Scope of Services .....</b>	<b>8-9</b>
<b>Leadership Associates' Profile.....</b>	<b>10</b>
<b>Selection Criteria Development .....</b>	<b>11</b>
<b>General/Contact Information.....</b>	<b>12</b>
<b>Consultant Biographies .....</b>	<b>13-15</b>
<b>Staff/Partner Information .....</b>	<b>16-17</b>
<b>Client List .....</b>	<b>18-22</b>
<b>Comments from Board Members.....</b>	<b>23-24</b>





Larry Aceves  
Kent L. Bechler  
James R. (Jim) Brown  
Michael F. Escalante  
Sally Frazier  
Gwen E. Gross  
Don Iglesias  
Peggy Lynch  
Phil Quon  
Dennis M. Smith  
Rich Thome  
Rene Townsend

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January 13, 2014

Capistrano Unified School District  
Education Center  
Attention: Ms. Terry Fluent, Director, Purchasing  
33122 Valle Road  
San Juan Capistrano, CA 92675

Dear Board Members:

Our firm, Leadership Associates, is pleased to submit a proposal to conduct the search for the new Superintendent of the Capistrano Unified School District.

Leadership Associates has conducted over 290 superintendent searches in California since 1996. During the past five years our firm has assisted boards with successful searches in Orange County. These include Santa Ana Unified, Irvine Unified, Saddleback Valley Unified, Huntington Beach Union High School, Fullerton Elementary, Anaheim City, and Ocean View school districts. All of the superintendents are still serving in these districts.

Additionally, we have assisted in the selection of superintendents in large key districts throughout California. Some of these placements are: Fontana Unified, Corona-Norco Unified, Desert Sands Unified, Lake Elsinore Unified, Glendale Unified, Mt. Diablo Unified, San Ramon Valley Unified, and San Jose Unified school districts. Again, all of these superintendents are serving successfully in their positions.

We recruit candidates from all over the nation. In some of our recent searches, boards selected individuals from New York, Oregon, Illinois, Washington, Connecticut, and Colorado. Additionally, there have been numerous out-of-state candidates recruited and interviewed by Boards of Education but not selected as the superintendent.

If our firm is selected, Dr. Kent Bechler, former superintendent of the Corona-Norco, Walnut Valley and Duarte Unified School Districts; Dr. Peggy Lynch, former Superintendent of the San Dieguito Union High School District and Brea Olinda Unified School District; and Dr. Michael Escalante, former Superintendent of the Glendale Unified School District and Fullerton Joint Union High School District, will be actively involved in the identification and recruitment of superintendent candidates throughout the entire search. Kent Bechler currently works with a number of large urban school district superintendents, improving systems in order to improve student achievement and close the achievement gap, and is a member of the Urban Dialogue. Peggy Lynch chaired the ACSA Orange County and San Diego County Superintendents organizations, and was chair of the ACSA Superintendents' Symposium and ACSA's Annual State Conference. In addition, she is a

resident within the Capistrano Unified School District boundaries. Mike Escalante specializes in education organizational leadership, has served as the superintendent of a district in Orange County for seven years, and has been recognized for his many years of work with the Latino community.

As you know, selecting a superintendent is one of the most important responsibilities of a Board of Trustees and should be undertaken with great care. We have a strong record of success working with a wide variety of school districts throughout California. In addition, we have the contacts and expertise that enable us to guide the Board through the entire process and present an excellent slate of candidates who match the District's unique attributes and needs, such as the following:

- A strategic plan that positions the District to deal effectively with the important issues impacting initiatives to raise student achievement and create students to be college and career ready
- Innovative efforts to improve the achievement of disadvantaged and low socio-economic students
- Strategies to build bridges with the larger community and strengthen partnerships that address student safety and overall student success
- Initiatives that will provide the policies and resources necessary to help the District achieve its goals
- Improved relations with organizations that represent different employee groups
- Effective strategies to improve student achievement for English Language Learners
- Fiscal solvency
- An effective leadership transition plan

All of our partners are involved in recruitment in every search in order to be assured that all potential, qualified candidates are contacted. We are committed to working with your Board, staff and community to assist in the selection of the next superintendent for the Capistrano Unified School District.

Our firm believes we perform four major tasks for the Board:

- Assist the Board of Trustees in developing a personal and professional profile for the new superintendent that includes input from staff, parents, the business community and local government leaders. We believe that involvement of these groups is critical and we have a record of success in involving them in the search process
- Recruit candidates who closely match the locally developed profile. We take great care in making sure that we know your community and the needs of the District in order to ensure that the profile of the next superintendent is well defined. Often the top candidates are successful leaders who are not contemplating a move. These people must be personally contacted and encouraged to apply. Our consultants know and have the network of contacts that enable us to recruit top candidates throughout the state and nation

- Conduct in-depth reference checks on the applicants. We use our vast network of contacts and also use databases to make certain that reliable and in-depth information is gathered on each candidate. This is a critical step and our firm spends a great deal of time assuring that we know the candidates, their background and history so that the Board of Trustees has all pertinent information as it deliberates on selecting a pool of candidates to interview and make its final selection
- Work closely with the Board throughout the entire professional search process. We keep the Board informed while maintaining the confidentiality of the candidates. Successful superintendents and others will not apply if they feel their confidentiality is prematurely breached

We are proud of our work and our commitment to serving our clients well, and believe our references confirm we are highly qualified to conduct the Capistrano Unified School District search. We look forward to an opportunity to meet with the Board Members.

Included in the backup materials are the following:

1. An Overview of the Superintendent Search Process/Scope of Services.
2. Leadership Associates' Profile.
3. Leadership Associates contact information.
4. Leadership Associates staff and partner biographical information.
5. Selection criteria development.
6. A cost analysis to conduct the search.
7. A suggested timeline for the search.
8. A list of districts where we have conducted searches.
9. Board member recommendations.

Please do not hesitate to contact either one of us at the following: Kent Bechler, (909) 721-0052; Mike Escalante, (818) 802-4769; or Peggy Lynch, (760) 519-8506, if you have questions or require additional information. We look forward to hearing from you.

Sincerely,

*Kent Bechler*

Kent L.Bechler, Ph.D

*Mike Escalante*

Michael Escalante, Ed.D

*Peggy Lynch*

Peggy Lynch, Ed.D



Proposal for Executive Search  
Capistrano Unified School District Superintendent of Schools  
January 2014

**REFERENCES**

1. **District:** OAKLAND UNIFIED SCHOOL DISTRICT  
**Contract Service:** Superintendent Search  
**Contact:** Gary Yee  
**Title:** Interim Superintendent  
**Address:** 1601 E. Chestnut Ave., Santa Ana, CA 92701  
**Phone:** 714 478-5099  
**Year:** 2013-14  
**Contract Amount:** \$45,000
  
2. **District:** SANTA ANA UNIFIED SCHOOL DISTRICT  
**Contract Service:** Superintendent Search  
**Contact:** Rob Richardson  
**Title:** Board President  
**Address:** 1601 E. Chestnut Ave., Santa Ana, CA 92701  
**Phone:** 714 478-5099  
**Year:** 2013  
**Contract Amount:** \$31,500
  
3. **District:** CORONA-NORCO UNIFIED SCHOOL DISTRICT  
**Contract Service:** Superintendent Search  
**Contact:** Bill Newberry  
**Title:** Board Member  
**Address:** 2820 Clark Avenue, Norco, CA 92860  
**Phone:** (951) 736-5000  
**Year:** 2012  
**Contract Amount:** \$42,150
  
4. **District:** IRVINE UNIFIED SCHOOL DISTRICT  
**Contract Service:** Superintendent Search  
**Contact:** Sharon Wallin  
**Title:** Board Member  
**Address:** 5050 Barranca Parkway, Irvine CA 92604  
**Phone:** (949) 235-8405  
**Year:** 2011  
**Contract Amount:** \$24,950

<b>5. District:</b>	<b>LOS ANGELES COUNTY OFFICE OF EDUCATION</b>
<b>Contract Service:</b>	<b>Superintendent Search</b>
<b>Contact:</b>	<b>Rita Hadjimanoukian</b>
<b>Title:</b>	<b>Chief Deputy for Educ., Office of Supervisor Mike Antonovich</b>
<b>Address:</b>	<b>500 W. Temple Street, Rm. 869, Los Angeles, CA 90012</b>
<b>Phone:</b>	<b>818 231-8751</b>
<b>Year Search Completed:</b>	<b>2011</b>
<b>Contract Amount:</b>	<b>\$39,500</b>



**LEADERSHIP ASSOCIATES**

**COST ANALYSIS**

**Capistrano Unified School District  
Superintendent Search 2013-14**

**TOTAL FEE FOR ENTIRE SEARCH \$38,500**

**This fee includes:**

- All meetings with the Board
- Development of a "Position Description" for website posting
- Cost of advertising in EdCal
- Accept applications and respond to all inquiries regarding the position.  
We assume all clerical expenses
- Recruit candidates and do extensive background checks
- Gather community and staff input, including via online survey, and provide Board with a written report
- Coordinate the logistics of the search:
  - scheduling appointments
  - notification of unsuccessful candidates
  - scheduling community visit
- Assist in the development of interview questions
- Act as an advisor to the Board of Trustees
- Provide an optional transitional workshop (content to be determined by Board and new Superintendent)

## CAPISTRANO UNIFIED SCHOOL DISTRICT

### Suggested Timeline for Superintendent Search 2014

<u>DATE</u>	<u>EVENT</u>
January 13, 2014	Board receives proposals.
January 22, 2014	Board publicly announces timeline and procedures for the selection of a superintendent and approves the consultant agreement.
January 2014	Board meets with consultants.
January-February 2014	Consultants meet with staff and community designated by Board to receive input.
January and February 2014	Consultants begin identifying candidates. Development and posting of the position description.
January 2014	Advertising and active recruitment. Ad appears in <u>EdCal</u> – February 3 & 10, 2014
March 24, 2014 5:00 p.m.	Deadline for applications.
March 2014	Consultants complete comprehensive reference and background checks on applicants.
Early April 2014	Board meets with consultants, reviews applications and selects finalists to be interviewed.
Mid - Late April 2014	Board interviews finalists.
Late April 2014	Board visits community of leading candidate. Board offers contract.
July 1, 2014	New Superintendent begins.
TBD	Optional Transitional Workshop. Content to be determined by Board/New Superintendent.



## **Overview of Superintendent Search Process for Board of Trustees**

The following is a brief description of each of the key steps of the search process. We provide this outline to give you an overview, but also for your reference so you know what we are doing on your behalf throughout the search and particularly in the periods of time between our meetings with you. **Our meetings with you are *italicized* and marked with an asterisk\*.**

### ***\*Initial Meeting with the Board***

This is our first meeting with you once we have been selected to represent your district. At this meeting we will discuss the following with you: the characteristics you are looking for in your next superintendent; district strengths and challenges for the future, the process for engaging groups and individuals in the district and community in the search process; the final timeline and your commitment to meeting dates; Board protocols during the search; possible contract parameters for the new superintendent; potential internal candidates; the Board's liaison with Leadership Associates and spokesperson for the Board; and, other matters the Board may wish to discuss.

### **Community and Staff Input**

We meet with the individuals and groups per your request. We share the search process, timeline, answer questions and then solicit input regarding the desired qualities, characteristics, background and experiences of the new superintendent, as well as the key characteristics of the district's culture, district strengths, and future challenges and issues. We spend the time necessary to ensure full input. Opportunities are provided for people to contact us via email, fax or telephone if they were unable to attend the meetings, would like to provide additional information, or prefer to submit their ideas in this manner.

We prepare a thorough report containing the comments from each group, and send it to Board members approximately one week after the input. We follow up with you after you receive the report to review any questions you have.

### **Position Description**

The position description is prepared reflecting the input we receive on qualities and characteristics desired, a description of the district and community, and key search dates. The Board reviews the draft and makes changes before the description is finalized. The description is then posted on our website and distributed widely and can be posted on the district's website.

### **Advertising, Recruitment, Reference Checking**

After our meetings with the Board, staff and community, we advertise, actively recruit and conduct reference and data base checks on all potential candidates. These are very critical activities when we work very hard to find the candidates that best match the district's desires and needs. We verify degrees, credentials and professional experiences. We keep the Board posted on a regular basis about the progress of the search.



**\*Selection of Finalists**

This meeting takes 3 - 4 hours. In addition to discussing the candidates we recommend you interview, we will review all applicants explaining our rationale for recommending some and not others. The Board, however, makes the final decision on those to be interviewed, determines the interview schedule and location. We offer sample interview questions and assist the Board in finalizing them. In addition to making the interview arrangements with the candidates, we provide all the materials the Board needs for the interview, and make logistical arrangements in coordination with the superintendent's assistant.

**\*Final Interviews**

The board conducts the interviews with the consultants observing and handling all the logistics. We facilitate discussions assisting the Board as needed to assist you in making your selection of the final candidate. We also assist with various follow up steps that need to be completed and inform all candidates of the outcome.

**Visit to the Finalist's District and Contract**

The purpose of the visit is to validate the Board's choice prior to the official contract offer. The board will determine who will go on the visit; the consultants will not participate in the visit. We work with the Board and the finalist as needed to develop final parameters for an agreement on the superintendent's contract.

**Public Approval of the New Superintendent**

Following the validation visit, the Board takes public action to employ the new superintendent.

**After the New Superintendent is Signed**

We provide and review with the new superintendent the Board and community input. We are available to provide additional follow up services as desired.

*Throughout the process Leadership Associates will be available to answer any questions you may have.*



## Leadership Associates' Profile

Leadership Associates has conducted over 290 searches in California since 1996. We have 12 partners, all active educators and former, successful California superintendents who reside throughout the state – north, south, central valley. While we are dedicated to California school districts, we have networks throughout the country and have assisted School Boards in finding top candidates from outside the state.

A few other facts about the firm:

- All keep superintendent searches as their core work
- All have national and state-wide networks and alliances including ACSA, CALSA, Northern and Southern Superintendents, City Superintendents, AASA, and Suburban School Superintendents
- All belong to organizations which include top and emerging leaders
- Three were California state superintendents of the year
- One has been a candidate for California state superintendent of public instruction
- Three chaired the California state superintendents committee for ACSA; two were president of ACSA
- Three are bi-lingual in Spanish
- Many facilitate workshops in districts throughout the state: board – superintendent relations, board - superintendent protocols, strategic planning, superintendent evaluations, team building, instructional improvement; several coach and mentor superintendents and other top district leaders
- Most have taught or are currently teaching leadership courses at universities
- All have received awards for educational and community work, regionally, statewide and nationally; and one was honored by the Mexican Consulate
- Three are authors of *A Practical Guide to Effective School Board Meetings*; three have co-authored 3 other books: *Eight at the Top*, *Superintendent-School Board Practices*, and *The Superintendent's Planner*



Leadership Associates  
Statement of Qualifications and Proposal for Executive Search  
for the Capistrano Unified School District Superintendent of Schools  
January 2014

**SELECTION CRITERIA DEVELOPMENT**

Leadership Associates will conduct several activities to help the board develop criteria (position description) for the next superintendent:

- Meet with the board as individuals and collectively
- Meet with groups and individuals designated by the Board (students, staff, parents, and community)
- Encourage staff and community to contact consultants by phone and e mail (our contact numbers will be made available)
- Use the District website to conduct online survey and receive results



## GENERAL INFORMATION

(1) Firm name, address and point of contact for this proposal:

Leadership Associates  
50-855 Washington Street, #C-205  
La Quinta, CA 92253

(2) Telephone: (760) 771-4277 Facsimile 760) 771-4277

**Firm Web Address:** www.leadershipassociates.org

**Point of Contact Email:** Lhunt@leadershipassociates.org

(3) Type of firm: **Partnership**

(4) Names and titles of all principals/officers/partners of the firm:

Name	Title	Phone Number
<u>Peggy Lynch, Ed.D</u>	<u>Managing Partner</u>	<u>(760) 519-8506</u>
<u>Larry Aceves</u>	<u>Partner</u>	<u>(408) 472-9856</u>
<u>Kant L. Bechler, Ph.D</u>	<u>Partner</u>	<u>(909) 721-0052</u>
<u>James R. (Jim) Brown</u>	<u>Partner</u>	<u>(818) 515-4089</u>
<u>Michael Escalante, Ed.D</u>	<u>Partner</u>	<u>(818) 802-4769</u>
<u>Sally Frazier, Ed.D</u>	<u>Partner</u>	<u>(559) 232-5476</u>
<u>Gwen E. Gross, Ph.D</u>	<u>Partner</u>	<u>(949) 419-5660</u>
<u>Don Iglesias</u>	<u>Partner</u>	<u>(408) 595-2282</u>
<u>Phil Quon</u>	<u>Partner</u>	<u>(408) 242-7795</u>
<u>Dennis M. Smith, Ed.D</u>	<u>Partner</u>	<u>(714) 612-1708</u>
<u>Rich Thorne</u>	<u>Partner</u>	<u>(949) 842-0659</u>
<u>Rene Townsend, Ed.D</u>	<u>Partner</u>	<u>(760) 613-3104</u>



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## ❖ KENT L. BECHLER

### Biographical Information

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- Kent last served as superintendent of the Corona-Norco Unified School District, the 9<sup>th</sup> largest school district in California until 2012.
- Corona-Norco Unified School District was named a 2012 finalist for the \$1 million Broad Prize for Urban Education. The Broad Prize for Urban Education is the largest education prize in the country, honoring school districts that demonstrate the greatest overall performance and improvement in student achievement, while reducing achievement gaps among poor and minority students.
- He also served as superintendent in Walnut Valley Unified and Duarte Unified School Districts. He held positions of Assistant Superintendent, Principal, Assistant Principal, Teacher and Coach.
- Kent received a bachelor's degree in social work from Azusa Pacific University, a master's degree in educational administration from California State University – Los Angeles and a Ph.D. in education from Claremont Graduate University.
- Kent has extensive training experience in management, leadership, systems, policies and procedures, strategic planning, labor relations, and developing collaboration and teamwork within organizations. He is well known for developing trusting relationships, team building and resolving organizational conflict. His academic work includes teaching adjunct classes at the university level and consulting with educational institutions, businesses and other organizations.
- He was named the 2012 California Superintendent of the Year by the Association of California School Administrators.
- During Kent's 32 year career in K-12 education, he served in professional organizations including Association of California School Administrators (ACSA), California Collaborative on District Reform, American Association of School Administrators (AASA), Southern California Superintendents, Urban Education Dialogue and Educational Research Development Institute (ERDI).
- Born in Saginaw, Michigan and raised in South Central Los Angeles, he has traveled extensively throughout South America, Australia and Mainland China playing basketball.
- Kent is married and has three sons and two grandchildren.



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## ❖ MICHAEL “Mike” ESCALANTE

### Biographical Information

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- Mike served as Superintendent of the Glendale Unified School District in Los Angeles County and the Fullerton Joint High School District in North Orange County for a total of 13 years, 6 ½ in each district.
- During Mike’s career he has had served as Assistant Superintendent of Business, and Principal at the Elementary, Middle and twice at the High School levels. He has also taught at the elementary, high school and university levels.
- Mike earned his BA from San Diego State University, Masters in Education from Loyola Marymount University and Doctorate in Educational Leadership from the University of Southern California.
- Currently, Mike serves as a doctoral level instructor at the University of Southern California Rossier School Of Education. He currently teaches educational leadership and has responsibility for chairing doctoral dissertations. Mike’s current academic interest is in the area of building effective board superintendent relationships.
- Mike comes from a family of public school educators with his mother serving as a teacher, principal and school board member in Hawthorne Elementary School District. His father, a small businessman, served for 16 years on the Board of Education of the Centinela Valley Union High School District.
- Mike has been involved in his communities in Rotary International, Optimist International, Boy Scouts, and YMCA and was honored five times with Parent Teacher Associate Honorary and Continuing Service Awards.
- During Mike’s 38 year career in public education, he has served in professional organizations including Association of California School Administrators (ACSA), The USC Dean/ Superintendent Advisory Committee Southern (DSAG), Southern California Superintendents, Urban Superintendent Dialogue, Educational Research Development Institute (ERDI), California Latino Superintendents’ and Administrators’ Association (CALSA), Association of Latino Administrators and Superintendents (ALAS), and even California Teachers’ Association (CTA), where he served as President of the Hawthorne Teachers’ Association.
- Mike’s two sons are graduates of California State University Fullerton.

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## ❖ **MARGARET “Peggy” LYNCH**

### Biographical Information

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- Peggy, who is the current Managing Partner of Leadership Associates, served as Superintendent for San Dieguito Union High School District in San Diego County until April 2008.
- Peggy also served as Superintendent of the Brea Olinda Unified School District in North Orange County for seven years, part of her nearly 14 years serving as a superintendent.
- Peggy has held positions as Assistant Superintendent, Principal, Assistant Principal, Activities Director, and teacher. She has taught at California State University, Fullerton.
- Peggy received her doctorate from the University of La Verne, her master's degree from Fullerton and her BA from Parsons College in Iowa.
- Peggy chaired the ACSA Orange County and San Diego County Superintendents, was chair of the ACSA Superintendents' Symposium and ACSA's State Annual Conference.
- Peggy was active in community groups in all three districts during her 38 year career, including serving as the President of the Brea Rotary and as a board member for the Boys and Girls Club.
- Peggy has received recognition from various organizations, including Southern California Women in Educational Management, Stanford University School of Engineering and the PTA.
- Peggy is married and lives with her husband of more than 40 years in San Clemente, California.



## *Leadership Associates*

### **PARTNER AND STAFF INFORMATION**

#### **Partners**

**Name:** Peggy Lynch, Ed.D  
**Title:** Managing Partner  
**Background:** Former Superintendent, Brea Olinda USD and San Dieguito Union SD. See attached biographical information

**Name:** Larry Aceves  
**Title:** Partner  
**Background:** Former Superintendent, Franklin-McKinley and Alum Rock School Districts. Former candidate, State Superintendent of Public Instruction.

**Name:** Kent L. Bechler, Ph.D  
**Title:** Partner  
**Background:** Former Superintendent, Duarte, Walnut Valley and Corona-Norco Unified School Districts.

**Name:** James R. (Jim) Brown  
**Title:** Partner  
**Background:** Former Superintendent, Glendale, Palo Alto and Lompoc Unified School Districts, and Cambria Union Elementary and Coast Union High School Districts.

**Name:** Michael Escalante, Ed.D  
**Title:** Partner  
**Background:** Former Superintendent, Glendale Unified and Fullerton Joint Union High School District.

**Name:** Sally Frazier, Ed.D  
**Title:** Partner  
**Background:** Former Madera County Superintendent of Schools.

**Name:** Gwen E. Gross, Ph.D  
**Title:** Partner  
**Background:** Former Superintendent, Irvine, Beverly Hills, Manhattan Beach and Ojai Unified School Districts and Hermosa Beach City School District.

**Name:** Don Iglesias  
**Title:** Partner  
**Background:** Former Superintendent, San Jose Unified School District.



**Name:** Phil Quon  
**Title:** Partner  
**Background:** Former Superintendent, Union and Cupertino School Districts.

**Name:** Dennis M. Smith, Ed.D  
**Title:** Partner  
**Background:** Former Superintendent, Placentia-Yorba Linda, Irvine, Cajon Valley and Laguna Beach Unified School Districts, and Orange County Public Schools, Florida.

**Name:** Rich Thome  
**Title:** Partner  
**Background:** Former Superintendent, South Bay Union and Cardiff Elementary School Districts.

**Name:** Rene Townsend, Ed.D  
**Title:** Partner  
**Background:** Former Superintendent, Coronado and Vista Unified School Districts.

**Staff**  
**Name:** Linda Hunt  
**Title:** Administrative Assistant  
**Background:** Served more than 17 years in California public school district. 9 years as administrative assistant to the superintendent; was involved in three superintendent searches during tenure. Will assist District superintendent's assistant throughout entire search.



## CLIENTS & REFERENCES

"Providing the highest quality candidates to meet the needs of your district"

### References: Searches Completed or in Progress as of September 2013

Districts with an asterisk have used Leadership Associates more than once due to their satisfaction with our services.

DISTRICT	COUNTY	ADA
Los Angeles County Office of Education	Los Angeles	1,564,205
Sacramento County Office of Education	Sacramento	238,290
Santa Clara County Office of Education	Santa Clara	273,701
Santa Ana Unified School District	Orange	57,410
*Elk Grove Unified	Sacramento	53,831
Sacramento City	Sacramento	52,757
Capistrano Unified	Orange	50,000
Corona-Norco Unified	Riverside	50,000
Fontana Unified School District	San Bernardino	40,374
*Clovis Unified	Fresno	38,004
Moreno Valley Unified	Riverside	38,000
Grossmont Union High	San Diego	36,400
*Saddleback Valley Unified	Orange	32,387
*Mt. Diablo Unified	Contra Costa	34,316
Modesto City Schools	Stanislaus	34,000
Poway Unified	San Diego	32,433
San Jose Unified	Santa Clara	32,423
*Glendale Unified	Los Angeles	29,992
Desert Sands Unified School District	Riverside	29,199
San Ramon Valley Unified	Contra Costa	28,986
Bakersfield City Elementary	Kern	27,469
*Irvine Unified	Orange	26,822
Lodi Unified	San Joaquin	26,395
*Placentia-Yorba Linda Unified	Orange	25,821
*Torrance Unified	Los Angeles	24,912
Fairfield-Suisun Unified	Solano	24,000
Hayward Unified	Alameda	23,500
Conejo Valley Unified	Ventura	22,400

Lake Elsinore Unified	Riverside	22,000
Downey Unified	Los Angeles	22,000
*Hemet Unified	Riverside	21,977
Oceanside Unified	San Diego	21,075
Pasadena Unified	Los Angeles	21,000
*Anaheim City	Orange	19,958
Alhambra City	Los Angeles	19,800
Pajaro Valley	Santa Cruz	19,000
*Escondido Union	San Diego	18,700
Folsom Cordova Unified	Sacramento	18,500
Rowland Unified	Los Angeles	18,000
Chula Vista Elementary	San Diego	17,000
*Burbank Unified	Los Angeles	16,733
*Oxnard	Ventura	16,533
Napa Valley Unified	Napa	16,208
*Huntington Beach Joint Union High	Orange	16,162
Cajon Valley Union	San Diego	16,059
Panama Buena Vista	Kern	15,792
Murrieta Valley Unified	Riverside	15,303
Santa Clara Unified	Santa Clara	14,939
*Walnut Valley Unified	Los Angeles	14,658
Covina Valley Unified	Los Angeles	14,480
Pleasanton Unified	Alameda	14,106
*Fullerton	Orange	13,661
Tracy Joint Unified	San Joaquin	13,529
*San Dieguito Union High	San Diego	12,375
Natomas Unified	Sacramento	12,300
Las Virgenes Unified	Los Angeles	12,000
*Upland Unified	San Bernardino	11,927
*Santa Monica-Malibu Unified	Los Angeles	11,723
*Oak Grove	Santa Clara	11,800
San Lorenzo Unified	Alameda	11,638
Vacaville Unified	Solano	11,531
*Merced City Elementary	Merced	11,489
Gilroy Unified	Santa Clara	11,116
Lompoc Unified	Santa Barbara	11,000
Lucia Mar Unified	San Luis Obispo	10,866
Monterey Peninsula Unified	Monterey	10,800
Alameda Unified	Alameda	10,700
San Mateo-Foster City	San Mateo	10,614
West Covina Unified	Los Angeles	10,570
Azusa Unified	Los Angeles	10,518
Carlsbad Unified	San Diego	10,000
Palo Alto Unified	Santa Clara	10,000
Franklin-McKinley Elementary	Santa Clara	9,900

Milpitas Unified	Santa Clara	9,802
*South Bay Union Elementary	San Diego	9,755
*Berkeley Unified	Alameda	9,700
Yucaipa-Calimesa Joint Unified	San Bernardino	9,655
Ocean View SD	Orange	9,461
South San Francisco Unified	San Mateo	9,321
Ceres Unified	Stanislaus	9,200
San Leandro Unified	Alameda	8,700
San Mateo Union High	San Mateo	8,626
*Los Banos Unified	Merced	8,500
San Mateo Union High	San Mateo	8,478
*Sylvan Union Elementary	Stanislaus	8,476
*San Luis Coastal Unified	San Luis Obispo	7,954
Novato Unified	Marin	7,900
*Glendora Unified	Los Angeles	7,876
Brentwood	Contra Costa	7,800
South Bay Union	San Diego	7,682
Campbell Union Elementary	Santa Clara	7,670
Roseville Joint Union High	Placer	7,669
*Santa Maria Joint Union High	Santa Barbara	7,633
Santa Maria Joint Union High	Santa Barbara	7,608
Campbell Union	Santa Clara	7,528
Alta Loma Elementary	San Bernardino	7,500
Lennox	Los Angeles	7,367
Newark Unified	Alameda	7,127
*Claremont Unified	Los Angeles	7,113
Santa Cruz City	Santa Cruz	7,000
Charter Oak Unified	Los Angeles	7,000
Huntington Beach City Elementary	Orange	6,981
El Dorado Union High	El Dorado	6,796
Whittier City	Los Angeles	6,750
Jefferson	San Mateo	6,636
Davis Unified	Yolo	6,500
Roseville Joint Union High	Placer	6,400
*Santee	San Diego	6,273
Ukiah Unified	Mendocino	6,214
Buena Park Elementary	Orange	6,169
National	San Diego	6,153
Brea Olinda Unified	Orange	6,085
Sunnyvale Elementary	Santa Clara	5,806
*Dinuba Unified	Tulare	5,804
Selma Unified	Fresno	5,765
Acalanes Union High	Contra Costa	5,734
*Encinitas Union Elementary	San Diego	5,600
Temple City Unified	Los Angeles	5,588

Los Banos Unified	Merced	5,520
Selma Unified	Fresno	5,500
Benicia	Solano	5,400
Culver City Unified	Los Angeles	5,300
*Beverly Hills Unified	Los Angeles	5,186
Orcutt Union Elementary	Santa Barbara	5,001
City Heights	San Diego	5,000
Sonoma Valley Unified	Sonoma	5,000
Mission Valley ROP	San Diego	5,000
*Duarte Unified	Los Angeles	4,708
Placer Union High	Placer	4,700
*Los Altos Elementary	Santa Clara	4,535
Buckeye Union Elementary	El Dorado	4,500
Valley Center-Pauma Unified	San Diego	4,464
Mountain View-Whisman Elementary	Santa Clara	4,409
Coalinga-Huron Joint Unified	Fresno	4,316
Ravenswood City SD	San Mateo	4,296
Cypress Elementary	Orange	4,200
South Pasadena Unified	Los Angeles	4,200
Lindsay Elementary	Tulare	4,150
*Moreland Elementary	Santa Clara	4,135
Santa Paula Elementary	Ventura	3,900
*Eureka City Schools	Humboldt	3,884
Tamalpais Union High	Marin	3,850
*Goleta Union Elementary	Santa Barbara	3,800
*Ojai Unified	Ventura	3,783
Oak Park Unified	Ventura	3,760
Lowell-Joint Elementary	Los Angeles	3,600
Cabrillo Unified	San Mateo	3,352
Del Mar Union	San Diego	3,324
San Marino Unified	Los Angeles	3,300
Corcoran-Joint Unified	Kings	3,300
*Cambrian Elementary	Santa Clara	3,085
El Segundo Unified	Los Angeles	3,041
Exeter Public Schools	Tulare	3,000
Los Gatos-Saratoga Joint Union High	Santa Clara	3,000
*Standard ESD	Kern	2,979
*Los Gatos Union	Santa Clara	2,930
Mountain View-Los Altos Union High	Santa Clara	2,893
Coronado Unified	San Diego	2,861
Rincon Valley-Union Elementary	Sonoma	2,771
Laguna Beach Unified	Orange	2,700
Solana Beach	San Diego	2,700
San Carlos	San Mateo	2,680
Scotts Valley	Santa Cruz	2,566

Menlo Park City	San Mateo	2,532
Jefferson SD	San Joaquin	2,477
Orinda Union Elementary	Contra Costa	2,414
Sylvan Union ESD	Stanislaus	2,410
Tri Cities ROP	Los Angeles	2,360
*Galt Joint Union High	Sacramento	2,292
Mill Valley Elementary	Marin	2,200
Santa Cruz City	Santa Cruz	2,193
Millbrae	San Mateo	2,176
La Puente Valley ROP	Los Angeles	1,980
Golden Valley Unified	Madera	1,928
*Willits USD	Mendocino	1,907
Chowchilla	Madera	1,900
Ross Valley Elementary	Marin	1,818
Sonora Union High	Tuolumne	1,780
Winters	Yolo	1,739
*Lammersville	San Joaquin	1,570
*Byron Elementary	Contra Costa	1,475
Las Lomitas SD	San Mateo	1,336
*Kentfield	Marin	1,177
Edison	Kern	1,139
Santa Ynez Valley Union High	Santa Barbara	1,127
Mammoth Unified	Mono	1,126
Reed Union Elementary	Marin	1,089
Hermosa Beach City Elementary	Los Angeles	1,020
Taft Union HSD	Kern	1,045
Emery Unified	Alameda	975
*Calistoga Unified	Napa	826
Dehesa	San Diego	800
Coast Union	San Luis Obispo	799
Lynwood Unified	Los Angeles	744
Kings River Union ESD	Madera	709
Portola Valley ESD	San Mateo	477
Montecito Union Elementary	Santa Barbara	392
Ross Elementary	Marin	383
Alview-Dairyland USD	Madera	367
St. Mary's Academy	Los Angeles	300
Burrell Elementary	Fresno	102



### Comments From Board Members

The following are excerpted from letters of recommendation written by boards who selected Leadership Associates as their search consultants:

"Leadership Associates solicited and recruited applications throughout California and the nation. They then completed in-depth reference checks on all of the people who applied and presented us with an outstanding list of candidates to interview." Sacramento County Office of Education

"Leadership Associates has years of experience in working with districts throughout California and their expertise was clearly evident when they provided us with an outstanding field of candidates. Their networking resources are unparalleled." Encinitas Union School District

"With an unprecedented number of superintendent vacancies across the state, we were impressed with Leadership Associates' ability to attract highly qualified candidates, due in no small part to their excellent reputation and exceptional attention to confidentiality." Irvine USD

"Your team was responsive to questions raised during the process. The background checks on our candidates were thorough and there were no surprises." San Ramon Valley USD

"Something we particularly appreciated about their selection process is that they engaged the board and our final candidate in a dialogue about the major elements of the employment agreement. The partners of Leadership Associates are experts in the art of governance." Claremont USD

"Your diligence, patience, professionalism, and the confidential manner in which you conducted the search were exemplary. Indeed, one would be hard pressed to find a team to match the level of expertise and recognition within the professional learning community which you so ably employed on our behalf." Placentia-Yorba Linda USD

"Not only do (Leadership Associates) bring an incredible wealth of experience and competence to the task, they also are so personally engaging and professional that it makes the process most pleasant." Palo Alto USD

"Their work with our administrative staff, our teachers, classified staff, and our community groups was excellent. They received praise for this work throughout our community. Our principals and central office staff were treated with utmost respect, and they were very complimentary of the professionalism of this search firm." Oceanside USD

"One of the first things they did was to help us find an Interim Superintendent... They began the process of finding a permanent superintendent by laying out several detailed timelines and allowing us to select one that best suited our needs." Sacramento City USD

"We are extremely pleased with our choice, but feel that the other candidates we interviewed would have been excellent as well. You actually made our lives more difficult by providing such great candidates from which to choose." Santa Ynez Valley UHSD

"Not only are they consummate professional, but their process in conducting the search was impeccable – from soliciting input from the Board and community members to developing personal and professional profiles, to screening the applicants to recommending the final candidates, to helping the Board finalize the main firing points for our new superintendent." Walnut Valley USD

"Before we engaged Leadership Associates, we conducted extensive due diligence with respect to other firms. Beginning with my first conversation on this subject with a School Board member in another district, who told me Leadership Associates was 'head and shoulders' above the other firms his district had interviewed, and continuing with discussions with other education leaders in California we had high expectations. (They) did not disappoint." San Marino USD

"You (Leadership Associates) listened to all stakeholders and certainly did bring to us an excellent pool of candidates.... we appreciate your confidentiality and professionalism." Corona Norco USD

"(Leadership Associates) had regular communications with the board and dependably delivered on each step in our timeline. Trust in the process was a result of (Leadership Associates) extensive experience and in the actions and care....while respecting the role of trustees as the decision makers of the district." Standard School District

"Our Board was especially appreciative of the professional manner in which (Leadership Associates) reached out in a meaningful way to the educational community and listened to the direction of the Board of Trustees. I highly recommend (Leadership Associates) to any board seeking to conduct a thorough and in-depth superintendent recruitment and selection process." Fullerton School District

"(Leadership Associates' process) ensured the school and community that the Board valued their input and wanted them to fully participate in the process. Leadership Associates was very accessible to our needs and calls. We are extremely pleased with the support we received ...and would rehire them again without question." Whittier City School District

"...our heartfelt appreciation for the professional manner you conducted our recent superintendent search. We are truly delighted with our choice, and know that your hard work certainly led us to our anticipated success." Santa Clara COE

"We appreciated their organizational skills, leadership, expertise, and sense of humor during this very intense process. Their commendable reputation and integrity were invaluable in leading us to making an important decision. They were careful to remain objective, yet gave us all the information we needed." Elk Grove USD

"(Leadership Associates) persevered and actively recruited candidates suitable for our unique location. Their combined knowledge and experience were invaluable. It had been 13 years since our district's last superintendent search and they supported our board throughout the entire process." Eureka City Schools

"They received applications from California as well as other states in the country. They performed in-depth reference checks that resulted in a list of outstanding candidates to interview. Without their services as recruiters, we would not have had the rich field of candidates from which we eventually selected our new superintendent." Folsom-Cordova USD

*Leadership Associates*





## EXECUTIVE SUMMARY

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PROACT Search is pleased to present to you information regarding our executive search services. We understand that your district is in the process of hiring a new Superintendent.

The search process should be an exciting and unifying opportunity for everyone connected with the school district. You are not, as we know you understand, just hiring to fill a position. The identification, recruitment, and selection of the type of educational leader you desire for your school district requires a high level of initial confidentiality in the search process, and high level of confidence in your search firm.

We believe that our full range of educational and business expertise and consulting capabilities provides you with contacts not available through many usual approaches to search. We assure you we do not have a "stable" of ready candidates who want a new job. For each search that our firm does, we assemble a team that we believe is best suited to meet the needs of the particular school district we are serving, and we recruit individuals who meet the needs of your district at this time.

We are dedicated to serving the needs of our partners and have a great mission of ensuring that K12 school districts nationally are prepared for the awesome responsibility of finding their new leaders. We've spent the past year pulling together our 15 years of experience and wrote a book, "[Searching For Super](#)" to help boards like yours get a head start on navigating this complex search. We would be happy to send copies separate from this proposal for the Board's review and use.

We are pleased to provide the attached brief and believe strongly that we possess the ideal experience and commitment necessary to execute the requirements with the highest degree of success. We would be happy to meet with you in person to discuss our process in more detail. For questions or clarifications, please contact me by email at [EvaP@PROACTSearch.com](mailto:EvaP@PROACTSearch.com) or by phone at 800.944.6129. I look forward to further discussion and Proact would be honored to serve in a search capacity for your Board.

Sincerely,

A handwritten signature in black ink that reads "Eva Prokop". The signature is fluid and cursive.

Eva Prokop  
COO and Proposed Search Team Leader  
1215 Washington Avenue, Suite 300  
Wilmette, IL 60091



## CONTENTS

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EXECUTIVE SUMMARY .....	2
CONTENTS.....	3
NARRATIVE : OVERVIEW OF COMPANY .....	4
NARRATIVE: REFERENCES.....	5
NARRATIVE: SEARCH PROCESS.....	6
NARRATIVE: SAMPLE TIMELINE .....	9
NARRATIVE: RECRUITMENT AND SOLICITATION .....	10
NARRATIVE : SAMPLE ADVERTISING PLAN .....	11
FEE/SERVICES SCHEDULE .....	13
ADDITIONAL DATA : PROACT TEAM.....	15
ADDITIONAL DATA: PROJECT TEAM.....	16
ADDITIONAL DATA: REQUIRED FORMS.....	18



## NARRATIVE : OVERVIEW OF COMPANY

PROACT Search has grown since its founding in 1997 to become an employee-owned and managed national search firm with effective employees and associates in offices across the country. Our small-company ideals of personal attention and a tight-knit community continue to endure, and have been strengthened by our growth. PROACT Search is managed by Gary Solomon, CEO; Thomas Vranas, President; and Eva Prokop, COO. PROACT Search has search consultants that are used in various capacities, along with a staff of full time associates, research analysts, and recruiters.

The professionals at PROACT Search understand the pressures that today's school boards and district executives face. More importantly, we know how to help schools, districts, and the people who run them. We have worked with hundreds of organizations in a variety of industries and helped them with all types of executive search and management issues.

Our main office, and the office that would lead this search, is located outside of Chicago at 1215 Washington Avenue, Suite 300, Wilmette, IL 60091. We have satellite offices in San Francisco (CA), Cleveland (OH), and Durham (NC). Our phone is 800.944.6129, fax is 866.929.0374, email is EvaP@PROACTSearch.com.

Over the past several years, our consultants have conducted the searches listed below for large urban, suburban, and rural districts or organizations. Below is a high-level view of our recent Superintendent placements across the nation.

District	State	Enrollment	Lead Consultant	Client Contact	Phone	Start	Position Filled
Cleveland Metropolitan	OH	45,000	Gary Solomon	Frank Jackson	216 664 3990	Feb-11	Jun-11
Dallas ISD	TX	157,000	Gary Solomon	Lew Blackburn	214 232 6380	Sep-11	Apr-12
East Baton Rouge	LA	43,000	Gary Solomon	Barbara Freiberg	225 936 1685	Sep-11	Mar-12
Charlotte-Mecklenburg	NC	136,000	Gary Solomon	Ericka Ellis-Stewart	704.503.5399	Sep-11	Apr-12
Jennings	MO	3,000	Gary Solomon	Rosemary Johnson	214 653 8000	Nov-11	Apr-12
Portland	ME	7,000	Gary Solomon	Sarah Thompson	207 761 9275	Jan-12	May-12
Socorro ISD	TX	42,569	Gary Solomon	Michael Najera	915 852 5339	Apr-12	Jul-12
Anchorage	AK	49,000	Gary Solomon	Gretchen Guess	907 742 1101 x1	Sep-12	Feb-12
Omaha	NE	49,000	Gary Solomon	Freddie Gray	402 344 7877	Oct-12	Dec-12
El Paso ISD	TX	64,000	Eva Prokop	Dee Margo	915 230 2000	Dec-12	Aug-13
ConVal SD	NH	2,500	Gary Solomon	Tim Markley	603 924 3336 x2045	Jan-13	Mar-13
Manchester	NH	15,500	Steve Kupfer	Ted Rokas	603 620 2228	Jan-13	May-13
Canutillo ISD	TX	6,000	Gary Solomon	Armando Rodriguez	915 783 6070	Feb-13	Apr-13
Hays CISD	TX	15,000	Gary Solomon	Carter Scherff	512 268 2141	Feb-13	May-13
New Haven	CT	22,000	Steve Kupfer	Alex Johnston	203 996 6496	Mar-13	Jul-13
Norwalk	CT	11,000	Steve Kupfer	Mike Lyons	973 615 6842	Mar-13	Jul-13
Tucson	AZ	53,000	Eva Prokop	Adelita Grijalva	520 225 6070	Apr-13	Jun-13
Nebraska	NE	303,000	Eva Prokop	Patricia Timm	402 471 5024	May-13	December-13
Richmond	VA	23,400	Eva Prokop	Jeffrey Bourne	804 908 4591	Jul-13	December-13
Oklahoma City	OK	43,000	Eva Prokop	Lynne Hardin	405 361 4491	Sep-13	in process

## NARRATIVE: REFERENCES

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**District:** El Paso ISD  
**Student Enrollment:** 64,000  
**Date of Service:** December 2012-August 2013  
**Superintendent Hired:** Juan Cabrera  
**Contact:** Dee Margo, Board of Managers President, [Dee@deemargo.org](mailto:Dee@deemargo.org)  
**Contract Amount:** 20,000 (base fee)

**District:** Tucson Unified School District  
**Student Enrollment:** 53,000  
**Date of Service:** April 2013-June 2013  
**Superintendent Hired:** H.T. Sanchez  
**Contact:** Adelita Grijalva, Board President, [adelita\\_g@yahoo.com](mailto:adelita_g@yahoo.com)  
**Contract Amount:** 23,000 (base fee)

**District:** Dallas ISD (TX)  
**Student Enrollment:** 157,000  
**Date of Service:** September 2007-April 2012  
**Superintendent Hired:** Mike Miles  
**Contact:** Lew Blackburn, Board President, [lew@lewblackburn.com](mailto:lew@lewblackburn.com)  
**Contract Amount:** 34,500 (base fee)

**District:** Socorro Independent School District (TX)  
**Student Enrollment:** 43,000  
**Date of Service:** February 2012 - June 2012  
**Superintendent Hired:** Joe Espinoza  
**Contact:** Michael Najera, Board President, 915.852.5339  
**Contract Amount:** 25,000 (base fee)

**District:** East Baton Rouge Parish School System (LA)  
**Student Enrollment:** 43,000  
**Date of Service:** September 2011 - March 2012  
**Superintendent Hired:** Bernard Taylor  
**Contact:** Barbara Freiberg, Board President, [BFreiberg@ebrpss.k12.la.us](mailto:BFreiberg@ebrpss.k12.la.us); 225.936.1685  
**Contract Amount:** 30,000 (base fee)

**District:** Hays ISD (TX)  
**Student Enrollment:** 15,000  
**Date of Service:** February - April, 2013  
**Superintendent Hired:** Michael McKie  
**Contact:** Carter Scherff, 512 268 2141  
**Contract Amount:** 18,000 (base fee)

## NARRATIVE: SEARCH PROCESS

Our search process will go through each of the following steps in order to ensure success.

### 1. Kick-Off Meeting

- ✎ Develop activities and a detailed time line (work plan) for the search, including reviewing and advising on job description, qualifications, competencies, selection criteria, legal requirements, newspaper and educational publications, announcements, search calendar, compensation package, industry salary analysis, and community engagement activities
- ✎ Identify issues and expectations for the position.
- ✎ Assist the Board/stakeholders in developing and implementing strategies to involve internal and external stakeholders in the search process
- ✎ Clarify Roles and Responsibilities of PROACT and the Board/Search Committee
- ✎ Create Internal Communications Plan
- ✎ Discuss Stakeholder Engagement and Firm's Role
- ✎ Develop/Finalize a Position Profile
- ✎ Determine Search and Selection Procedures and a Search Calendar
- ✎ Discuss the Recruiting for Candidates
- ✎ Discuss the Screening Process and Preliminary Evaluation
- ✎ Discuss the Interviewing Process by the Board/Stakeholders
- ✎ Discuss the Selection and Search Closing Activities



### 2. Stakeholder Engagement Activities

- ✎ Engagement activities include working with advisory groups and search committees to reach desired outcomes; arranging for and conducting interviews of stakeholders, both internal and external, and focus groups, planning and conducting public hearings, preparing surveys to distribute to internal and external stakeholder groups and then, in turn, finally preparing written summaries.
- ✎ The Board must ultimately determine the nature and amount of stakeholder engagement in the search and selection process based upon state law, stakeholder expectations or past involvement, and upon the amount of time the Board wishes to devote to stakeholder engagement. We can advise the Board in determining options for consideration. A variety of activities can be conducted to work with the Board, staff, and other stakeholders to identify desired characteristics, characteristics that will serve as the recruiting and evaluation criteria. Public forums, focus groups, surveys, virtual town hall meetings, and phone interviews of constituent leaders could all be used during the process.
- ✎ We strongly believe that through these activities we can better understand what the Board, District, and state need in their new executive, which ultimately helps us find the "best fit" candidates. Above all, stakeholders need to support the search process and the final selection. As smart and effective executives know, with all the challenges and opportunities facing public education, they cannot do the job alone. They need support from the Board, administrators, school districts, higher education, community and advocacy groups, business and political leaders, and others.

### 3. Advertisement and Communication Efforts

- ✍ We will provide assistance with marketing, advertising, and communication efforts for the available position in newspapers and educational publications, website postings through state and national professional organizations and universities/colleges. We will also work on developing an ad plan and ad copy for Board approval.
- ✍ We complete all marketing materials in house with our design and marketing team.

### 4. Candidate Recruiting

- ✍ PROACT Search's approach is to design a search strategy based on the unique needs of the district. We do more than rely on ads and postings in newspapers or websites, trade, or professional publications. We contact community/public leaders, business executives, and successfully employed principals/superintendents/administrators to seek out qualified candidates and sell them on the appropriate opportunity. Rather than only reviewing and screening applications or self-nominations, we proactively seek out candidates through our research and state/national networks in the private, non-profit, and education sectors.
- ✍ In any given search, we send out hundreds of letters or e-mails with a position profile and make hundreds of phone calls to potential candidates and sources.
- ✍ We also suggest a modest advertising plan and budget to place ads statewide and nationally in newspapers, educational publications, and website postings through the state, national and professional associations. Typically, when using a search firm, 60-70% of the candidates come from the recruiting efforts.
- ✍ We ensure a gender and ethnic balance in the group of qualified candidates we present, and we seek out traditional and non-traditional candidates with proven leadership records from school districts, the private and non-profit sectors, as well as from universities/colleges and governmental agencies.
- ✍ Our national networks allow our clients to tap into the synergy of our vital connections in the for-profit, not-for-profit, and education communities in every corner of our nation. We draw on these resources in every search. Our contacts include individuals within national and state education, political and business leaders, as well as the Broad Academy for Superintendents (non-traditionals). We have a successful record in recruiting a diverse group of candidates.
- ✍ We do NOT have a pool of candidates. PROACT Search is NOT a group of retired school executives, with a stable of friends and colleagues ready to take new jobs.
- ✍ PROACT Search is NOT built to get the MOST searches in the land, but instead, to work intimately and collaboratively with school systems and communities throughout the search process.

### 5. Review of Respondents

- ✍ We will review any and all communication from interested parties seeking information on the position to determine if they meet minimum qualifications.
- ✍ Individuals who meet minimum requirements are requested to supply information which permits the firm to further vet their skills and experience relative to the Board's design.

### 6. Screening of Applications

- ✍ Individuals who have successfully passed the pre-screening process will be prepared for presentation to the Board for discussion and comparison and determination for first-round interviewees.

### 7. Interviewing of Candidates

- ✍ Once the Board has selected its first round of candidates for interview, PROACT Search presents comprehensive profiles for each interviewee.
- ✍ Profiles include a PROACT summary, candidate auto-biography, responses to preliminary screening questions, detailed responses to comprehensive personal interview rubric, comprehensive background check by third-party, completed reference checks by a minimum of three individuals, Hogan Leadership Assessment, and original resume.



**\*Note:** All credentials are validated, including academic credentials that are verified with registrars and/or college deans; employment history with former employers, as well as contact of any references provided by candidates, by the Board, by other involved parties, or those used by PROACT Search. Additionally we conduct literature searches, consumer credit and criminal background investigations, as well as driver's license checks and social security traces.

- ✎ Provide support and counsel to the Board, as requested on matters of: interview questions, interview style, process, and procedure.

8. Facilitate in the Board's deliberation in determining candidates for final consideration.

9. Counsel and support the Board, as needed, on final interviewing procedures and process.

**10. Search Closing Activities**

- ✎ As part of the search closing activities, we would call or send letters to all respondents/candidates or prepare letters for the Board Chair's signature, if desired. We would also prepare any final reports or summary of expenses and assist in the announcement of appointment, if desired.
- ✎ If requested, we are available to support and advise the Board during contract negotiations with the selected candidate.
- ✎ Post-appointment debrief is scheduled at the Board's request to review the process and lessons learned.

**11. Transition Services**

- ✎ No single transition plan accounts for the uniqueness of your District, your new Superintendent, and your Board. We customize recommendations based on our findings so you receive as much or as little consultation as you require. Following a successful Superintendent Search, we continue to support your District through several avenues, some of which may include:
  - Post-placement needs assessment review with the new Superintendent
  - Recommendations on 30, 60, or 90 day planning areas
  - Outlines of internal and external resources available, based on your needs assessment
  - Ongoing informal communication with your consultant to support sustained success

**NARRATIVE: SAMPLE TIMELINE**

Proposed Tasks	Proposed Timelines
1. Meet with District to launch search	TBD
2. Prepare materials, research recruiting targets, both within K12 and outside of the industry; determine marketing and recruiting strategy and avenues; conduct other activities as identified by the client; develop ad plan and draft ad copy.	Ongoing
3. Stakeholder Engagement Activities: Board One-on-One Interviews, Community Forums, One-on-One Stakeholder Meetings, Community Meetings, On Line Survey	4-8 Weeks
4. Stakeholder Engagement Report; Draft Position Profile; Finalize Position Profile	5 Business Days Following Completion of Stakeholder Engagement
5. Marketing and Recruiting: Based on final position profile/job description <ul style="list-style-type: none"> <li>• Local/state regional/national newspapers</li> <li>• Other education publications and websites</li> <li>• E-mails, letters, calls, and face to face visits to referral sources and potential candidates</li> </ul>	6-8 Weeks
6. Requested application due date.	TBD
7. Prepare and present pre-screened applicants in Field Snapshot and facilitate first-round interview selection.	5-7 Business Days After Application Closes
8. Prepare and complete interviewee profiles in advance of Board interview schedule. *Comprehensive profile detail outlined in Scope of Service bullet point 7 on page 7.	10-12 Business Days
9. Board conducts interviews with candidates.	TBD
10. Board interviews selected finalists; conduct any on-site/stakeholder activities	TBD
11. Hire new Superintendent	TBD

\* Timelines will vary based on District's needs.



## **NARRATIVE: RECRUITMENT AND SOLICITATION**

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### **Recruitment**

We will perform an initial screening of applications and resumes utilizing an approved criteria and profile checklist. We will conduct telephone and/or in-person interviews whenever possible. We will prepare summaries of the Board selected candidates whom we recommend for interviews. These materials can then be reviewed by individual members and/or the leadership team if deemed appropriate by the Board to determine which candidates should be interviewed.

### **Non-Traditional Candidates**

Candidate pools for any given search usually include non-traditional candidates. Advertising for non-traditional candidates includes newspapers and publications, as well as websites in order to attract those audiences. PROACT Search will present a modest Ad Plan, including the appropriate publications and websites. We maintain sources and mailing lists geared to private sector, non-profit, higher education, and military in order to attract non-traditional, or "out of the box" candidates. We have extensive networks across the country that we use in every search.

### **Communication and Work Flow**

Communication is key to any process, and PROACT works to create protocols for dialogue so that everyone remains informed throughout the scope of the search. Updates will be provided to the Board of Directors during the entire search process.

### **Confidentiality**

PROACT Search works to ensure candidate confidentiality in accord with the Board's legal team and requests. We are proud of our history of keeping candidate records, travel and interviewing in confidence until the proper time as outlined by the district.

### **Technology**

PROACT Search uses significant amounts of user friendly technology to ensure a swift and efficient process. We will utilize cutting edge technology throughout this process. We have invested heavily in these best in class platforms and have perfected the balance between usefulness and user friendly. Our tools are used to make the process quicker and easier for all involved, not more cumbersome.

### **Commitment to the Timeline**

PROACT Search is fully committed to driving the timely completion of all tasks and activities as agreed upon with the district. PROACT Search has invested in project management tools that allow for continual monitoring of all activities led by PROACT Search, as well as activities that are led by the district, stakeholders or others involved in the search. We are firmly committed to always delivering on these project plans.

### **Additional Safeguards**

PROACT Search is also firmly committed to delivering not only a high potential candidate pool to be used in the initial round of this search, but will have the deepest candidate pool for the search. If additional candidates are required, there will not be a significant recruitment delay. Since PROACT Search's main recruitment is direct to high potential candidates, we are always able to recruit additional candidates without the significant delays associated with print advertisement.

## NARRATIVE : SAMPLE ADVERTISING PLAN

Below is a sampling of how an advertising plan would be presented. In the past we have posted to State Job Boards (some free, some charge); local newspapers; NASBE; Association of Latino Administrators and Superintendents; The Broad Center; Hispanic Outlook in Higher Education; Women in High Education; Education American Network Website; and more.

Description	Details	Total Estimate
Direct Recruitment of Midwest Administrators (IL, IN, WI, MI, MO, IA, MN, OH)	<i>Supts/C-level Administration</i>	\$500
Direct Recruitment of NE Administrators (NY, NJ, PA, MD, DE, VA, WV, MA, CT, NH, VT, ME, RI)	<i>Supts/C-level Administration</i>	\$500
Direct Recruitment of SE Administrators (KY, NC, SC, GA, TN, AL, FL)	<i>Supts/C-level Administration</i>	\$500
Direct Recruitment of South Administrators (MS, LA, AR, OK, TX)	<i>Supts/C-level Administration</i>	\$500
Direct Recruitment of West/SW Administrators (NM, AZ, CA, NV, OR, WA)	<i>Supts/C-level Administration</i>	\$500
Direct Recruitment of Mid-State Administrators (MO, ND, SD, NE, KS, WY, UT, CO)	<i>Supts/C-level Administration</i>	\$500
AASA Job Bulletin	<i>30 day listing</i>	\$575
EdWeek	<i>Newspaper + Website, 30 days</i>	\$2,062.68
LinkedIn	<i>30 day listing</i>	\$200-400
Career Builder Website + USA Today	<i>30 day listing</i>	\$419
State Association of School Administrators		<i>Prices vary</i>
Private School Networks		<i>Included</i>
New School Venture Fund		<i>Included</i>
PROACT Search's Web Site + Blog	<i>5000 views/month</i>	<i>Included</i>

## Marketing Materials

Below is a small selection of various options and locations in which we can advertise the position as well as an example of a draft recruitment letter we sent out in a past search. All of these materials are customizable to the advertisement needs of your District and is included in our search fee.

The collage displays various marketing materials:

- Recruitment Letter:** A letter from PROACT Search, Inc. regarding a search for a Superintendent in Poudre School District (CO). It includes the PROACT logo, contact information, and a call to action to apply online.
- Job Posting:** A recruitment advertisement for a Superintendent in Poudre School District (CO). It features the district name, the role title, and a photograph of three individuals.
- Job Posting:** A recruitment advertisement for Career Center Subscribers, including a call to action to renew subscriptions.
- PROACT Logo:** The PROACT logo is prominently displayed in the center of the collage.
- Other Materials:** A sidebar on the right contains navigation links such as "Home", "About Us", "Contact Us", and "Privacy Policy".



## FEE/SERVICES SCHEDULE

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This includes all consultant and search services as presented in this proposal. Each of our search team members will be dedicated to this search from start to finish, and as full-time employees, our work is not limited to number of hours, but provides the search an unlimited time commitment of our team. We will never charge additional fees for work in this search, nor will PROACT ever charge additional fees for other services such as a customized website, telephone, fax, mailings, delivery services, and postage costs in recruiting, screening, qualifying, interviewing, and presenting of candidates.

This fee would be paid in three equal increments. The first third would be paid at the start of the search; the second upon presentation of candidates; and the third upon the successful hiring of a Superintendent or 30 days after the presentation of candidates.

We propose to conduct a fully executed search for a cost of **\$22,500**, with a *one-year guarantee*.

Additional expenses will result from the consultant and candidate travel to the district. In a search of this size and complexity, we would assume that consultant and candidate travel would range between \$2,000 and \$4,000, depending on the number of candidates selected and visits requested of the consultant. Marketing and advertising typically ranges between \$1,000 and \$3,000, however, it is ultimately based on what the Board's final determination is on their advertising plan. We will help in coming up with an effective marketing plan for your search.



RFQ-P NO 9-1314  
EXECUTIVE SEARCH FIRM - SUPERINTENDENT RECRUITMENT

PRICING SHEET


The purpose of this form is to provide a standard format by which the Proposer submits to the DISTRICT a summary of the estimated costs suitable for detailed review and analysis. The Proposer shall complete the Price Cost Proposal in its entirety.

14

The negotiated hourly rate shall become the basis for payment of invoices and will be reflected in the Professional Services Agreement. Hourly rates shall remain fixed for the duration of the contract period.

Title	Hourly Rate
Search Fee - \$22,500	no hourly rate
Field Consulting for Community Engagement	if needed \$150/hour
Advertising Plan	direct cost from publisher
Travel for consultants/can	dictated by locations
	Contract Price
Total Price for Superintendent Recruitment	\$ 22,500

PROACT Search  
 \_\_\_\_\_  
 Print Name of Firm  
 Thomas Vranas  
 \_\_\_\_\_  
 Representative  
 263536698  
 \_\_\_\_\_  
 Federal I.D. #/License

  
 \_\_\_\_\_  
 Authorized Signature  
 1/9/14  
 \_\_\_\_\_  
 Date

## ADDITIONAL DATA : PROACT TEAM

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### **Cross-functional Teams**

Unlike other firms, Proact Search forms itself in cross-functional teams. All members of the teams are held equally accountable for all parts of the searches success. We do not credit any one team member with an individual placement. Members of the team we are proposing here have all participated in the various superintendent searches that are listed as our references and in our history.

### **Team Experience:**

Gary Solomon – involved in every search

Eva Prokop – 15+

Dale Robbins – 15+

Steve Kupfer – 15+

Krissi Osborn – 15+

### **Superintendent Longevity**

The average longevity of our Superintendents placed is currently over three years. The majority of the Superintendents we have placed are still in those positions.

### **Noteworthy Accomplishments**

Noteworthy actions by sitting superintendents can be seen as positive or negative in the eyes of different stakeholders, however all are major activities that superintendents can face during their tenure. Some of our Superintendents have done the following:

- Increased student outcomes
- Raised test scores
- Increased graduation rates
- Faced school closures
- Managed through budget cuts
- Handled bond issues
- Mended relationships with media
- Built relationships with higher ed
- Formed strategic partnerships with business communities



## **ADDITIONAL DATA: PROJECT TEAM**

PROACT proposes Eva Prokop as the lead contact, while she, Dale Robbins, and Krissi Osborn will act as the search team managers. Their biographies and contact information are listed above, along with other members of our search team who will be working on various aspects of this search. These teams are customizable to the particular needs of the Board of Education for Capistrano USD.

In addition, we have over 90 consultants in the field who are used to recruit and screen candidates, allowing our team to expand to accommodate a large candidate pool.

**Gary Solomon** · CEO · [garyso@proactsearch.com](mailto:garyso@proactsearch.com) · 800.944.6129

Mr. Solomon is the current CEO of PROACT Search and of Synesi Associates, a group of successful, urban school reformers that joined together to define a framework for district and school level support services that are built to further the efforts of thoughtful school district and building level leaders. Under his leadership, Synesi Associates has done work in the Recovery School District of New Orleans, the Louisiana State Board of Education, The East Baton Rouge Public School System, Kansas City, Missouri School District, and finally, Los Angeles Unified School District.

Before breaking out on his own, Gary Solomon served as Vice President of Sales and Marketing for The Princeton Review, and was responsible for rebuilding the sales organization into a senior consultative team focused on creating custom solutions in the areas of assessment, professional development and academic intervention. During his 6 years with The Princeton Review, where annual revenue goals were exceeded by an average 150%, Solomon was fortunate to do significant business in many of the top 50 urban districts in the country and work with some of the best and brightest reformers in K12 education, in locations such as Chicago, Philadelphia, Baltimore City, Prince Georges County, Baltimore County, Charleston, Anne Arundel County, New York, Los Angeles, and Denver.

A graduate of the University of Illinois, Solomon holds a Master's in Education Arts from Northeastern University, and resides with his wife, Pam, and three kids in north suburbs of Chicago. For the past several years, Mr. and Mrs. Solomon have been involved in a variety of different charitable activities and co-founded the DaVinci Foundation, an educational non-profit based upon renaissance ideals that was established to provide equitable high school opportunities for inner city students.

**Eva Prokop** · COO · [evap@proactsearch.com](mailto:evap@proactsearch.com) · 800.944.6129

Eva is the current COO of Proact Search. She oversees the relationships and quality of the field services for each search and will be involved in ensuring the services delivered exceed your expectations.

Before joining Proact, Eva served in several educational organizations. As President of PrepMe, she developed the national team along with the school based business product. In three years, her strategies positioned the firm for a successful merger under the Hobson's umbrella. PrepMe now serves tens of thousands of high schools nationally and permits students who previously had limited access to college prep curriculum a new opportunity for success. Prior to that, she led the Princeton Review Midwest region of 8 states to achieve its best year and the highest quality metrics among the brand's national offices. Her passion for service began as a certified CEO for the YMCA where she served at the pleasure of a policy board in one of the most prestigious and diverse regions in the system. Wherever she leads, she provides communications, structures, systems, and the highest quality personnel to achieve fiscal health for every organization, while inspiring the passion of stakeholders to live their mission to serve children during all stages of growth.

A graduate of Loyola University in Organizational Development and Management, she continues to support fledgling education companies in their efforts to provide the education industry with passionate people. She has a particular interest in the future of education technologies and advises ed tech firms on integrating their ideas and platforms into school systems to help achieve a 21<sup>st</sup> century approach to learning.



**Dale Robbins** • Senior Consultant • [daler@proactsearch.com](mailto:daler@proactsearch.com) • 800.944.6129

Dale Robbins recently completed a thirty-six year career in the Georgia Public Schools having served twenty years as a teacher and administrator for the Clayton County School District of 50,000 students, followed by sixteen years in the Gwinnett County School District with 164,000 students. In Gwinnett County, he served in several executive level leadership positions including social studies curriculum coordinator, high school principal, area superintendent and associate superintendent.

Having served on the Superintendent's Cabinet and Executive Cabinet, he was closely involved in the planning and execution of strategic priorities and initiatives for the district that ultimately led to the awarding of the 2010 Broad Prize for Urban Education. This district award represented the tireless efforts of over 22,000 employees including 11,500 certified staff members. Accountability for student achievement was the foundation of a collaborative culture of continuous improvement in which student engagement and differentiation of instruction were cornerstones for successful learning strategies.

Robbins earned his bachelor's degree and a master's degree in social studies education at the University of North Carolina at Chapel Hill, specialist degrees in secondary social studies at West Georgia College and administration and supervision from the University of Georgia. He was a member of the first cohort with the Georgia Leadership Institute for School Improvement (GLISI) and also participated in the Governor's School Leadership Institute. In July, 2011, he participated in the Public Education Leadership Project at the Harvard University School of Business.

Mr. Robbins has been published in the Clearing House Journal for Education Leaders. He serves on the Board of Advisors for Gwinnett Clean and Beautiful and the Board of Directors for the Gwinnett Student Leadership Team program. During his career as an educator, he received honors for excellence from the Daughters of the American Revolution, Phi Delta Kappa, and the Georgia Council for Social Studies.

**Krissi Osborn** • Executive Director of Operations and Recruitment • [krissio@proactsearch.com](mailto:krissio@proactsearch.com) • 800.944.6129

Krissi runs all Operations and Recruitment for PROACT Search. In her role with the company, she has additionally established an award winning internship program exclusively with Northwestern University. Krissi is an active member in her Chicago community, volunteering as an ESL Tutor in Albany Park, as well as on the executive board for a community outreach group. Krissi graduated from Northwestern with a Bachelor's degree in Psychology and History from the Weinberg College of Arts and Sciences.





## ADDITIONAL DATA: REQUIRED FORMS

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In the following pages please find the following documents listed on pages 3 and 4 of the RFP:

- Certification
- Certification by Contractor of Criminal Records Check
- Insurance Requirements
- W9
- Conflict of Interest
- Noncollusion Declaration
- Tobacco Use Policy

**CERTIFICATION**  
**REQUEST FOR PROPOSALS (RFQ-P) NO. 9-1314**  
**Executive Search Firm – Superintendent Recruitment**

I certify that I have read the attached Request for Qualifications/Proposal – (RFQ-P) NO. 9-1314 Executive Search Firm – Superintendent Recruitment and the instructions for submitting an RFQ-P. I further certify that I must submit one (1) original and eight (8) copies of the firm's proposal in response to this request, completed Certification by Contractor Criminal Records Check, Pricing Sheet, W9, Noncollusion Declaration, Tobacco Use, and Conflict of Interest Certification, and that I am authorized to commit the firm to the proposal submitted.



Signature

Eva Prokop

Typed or Printed Name

Proact Search

COO

1215 Washington Ave, Suite 300  
Wilmette, IL

Address

800 944 6129

Telephone

1215 Washington Ave, Suite 300  
Wilmette, IL 60091

Address

866 929 0374

Fax

Date

evap@proactsearch.com

E-Mail Address

If you are bidding as a corporation,  
please provide your corporate seal  
here:

**NOTICE TO CONTRACTORS REGARDING CRIMINAL RECORDS CHECK**  
**(EDUCATION CODE SECTION 45125.1)**

Education Code Section 45125.1 provides that if the employees of any entity that has a contract with a school district may have any contact with pupils, those employees shall submit or have submitted their fingerprints in a manner authorized by the Department of Justice together with a fee determined by the Department of Justice to be sufficient to reimburse the Department for its costs incurred in processing the application.

The Department of Justice shall ascertain whether the individual whose fingerprints were submitted to it has been arrested or convicted of any crime insofar as that fact can be ascertained from information available to the Department. When the Department of Justice ascertains that an individual whose fingerprints were submitted to it has a pending criminal proceeding for a violent felony listed in Penal Code Section 1192.7(c), or has been convicted of such a felony, the Department shall notify the employer designated by the individual of the criminal information pertaining to the individual. The notification shall be delivered by telephone and shall be confirmed in writing and delivered to the employer by first-class mail.

**The contractor shall not permit an employee to come in contact with pupils until the Department of Justice has ascertained that the employee has not been convicted of a violent or serious felony. The contractor shall certify in writing to the governing board of the school district that none of its employees who may come in contact with pupils have been convicted of a violent or serious felony.**

Penal Code Section 667.5(c) lists the following “violent” felonies: murder; voluntary manslaughter; mayhem; rape; sodomy by force; oral copulation by force; lewd acts on a child under the age of 14 years; any felony punishable by death or imprisonment in the state prison for life; any felony in which the defendant inflicts great bodily injury on another; any robbery perpetrated in an inhabited dwelling; arson; penetration of a person’s genital or anal openings by foreign or unknown objects against the victim’s will; attempted murder; explosion or attempt to explode or ignite a destructive device or explosive with the intent to commit murder; kidnapping; continuous sexual abuse of a child; and carjacking.

Penal Code Section 1192.7 lists the following “serious” felonies: murder; voluntary manslaughter; mayhem; rape; sodomy by force; oral copulation by force; a lewd or lascivious act on a child under the age of 14 years; any felony punishable by death or imprisonment in the state prison for life; any felony in which the defendant personally inflicts great bodily injury on another, or in which the defendant personally uses a firearm; attempted murder; assault with intent to commit rape or robbery; assault with a deadly weapon on a peace officer; assault by a life prisoner on a noninmate; assault with a deadly weapon by an inmate; arson; exploding a destructive device with intent to injure or to murder, or explosion causing great bodily injury or mayhem; burglary of an inhabited dwelling; robbery or bank robbery; kidnapping; holding of a hostage by a person confined in a state prison; attempt to commit a felony punishable by death or imprisonment in the state prison for life; any felony in which the defendant personally uses a dangerous or deadly weapon; selling or furnishing specified controlled substances to a minor; penetration of genital or anal openings by foreign objects against the victim’s will; grand theft involving a firearm; carjacking; and a conspiracy to commit specified controlled substances offenses.

**CERTIFICATION BY CONTRACTOR**  
**CRIMINAL RECORDS CHECK**  
**AB 1610, 1612 and 2102**


To the Governing Board of Capistrano Unified School District:

I, THOMAS VRANAS OF PROACT SEARCH certify that:  
Name of Contractor

1. I have carefully read and understand the Notice to Contractors Regarding Criminal Record Checks (Education Code Section 45125.1) required by the passage of AB 1610, 1612 and 2102.
2. Due to the nature of the work I will be performing for the District, my employees may have contact with students of the District.
3. None of the employees who will be performing the work have been convicted of a violent or serious felony as defined in the Notice and in Penal Code Section 1192.7 and this determination was made by a fingerprint check through the Department of Justice.

I declare under penalty of perjury that the foregoing is true and correct.

Executed at WILMETTE, ILLINOIS ~~California~~ on 1/2/14  
Date

  
Signature

THOMAS VRANAS  
Typed or printed name

PRESIDENT  
Title

1215 Washington Ave, Suite 300, Wilmette  
IL 60091  
Address

800 944 6129  
Telephone

# Certificate of Liability Insurance

Contractors are not permitted to provide services without a Certificate of Liability Insurance being on file with the Purchasing Department.

**The insurance requirement is a two page document of the following:**

The Capistrano Unified School District must be named as additional insured and certificate holder on the Certificate of Liability Insurance form **Acord 25** (Page 1, see attached)

The second page is a separate endorsement page (Page 2, see attached) is required and should include your policy number and name the **Capistrano Unified School District** as an additional insured.

**Blanket endorsements are not acceptable.**

Required Endorsement:

*The Capistrano Unified School District is named as additional insured. Such insurance as is afforded by this policy shall be primary, and any insurance carried by DISTRICT shall be excess and noncontributory.*

*See the following example.*



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
1/7/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

UCER K Insurance Agency, Inc. Lakeside Drive Rockburn, IL 60015	CONTACT NAME: PHONE (A/C, No, Ext): (847) 964-5400	FAX (A/C, No): (847) 964-5401
	E-MAIL ADDRESS:	
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A : Cincinnati Insurance Companies		10677
INSURER B : Philadelphia Insurance Co.		
INSURER C :		
INSURER D :		
INSURER E :		
INSURER F :		

INSURED  
 Proact Search LLC  
 c/o Thomas Vranas  
 1215 Washington Ave., Suite 300  
 Wilmette, IL 60091

COVERAGE CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS

TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR		EBP 0032571	11/21/2013	11/21/2014	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ Included MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
GEN'L AGGREGATE LIMIT APPLIES PER <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC					
<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS		EBP 0032571	11/21/2013	11/21/2014	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (PER ACCIDENT) \$
<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS MADE		EBP 0032571	11/21/2013	11/21/2014	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
<input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000					
<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/> Y <input type="checkbox"/> N N/A	WC1852878-06	11/21/2013	11/21/2014	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E L EACH ACCIDENT \$ 500,000 E L DISEASE - EA EMPLOYEE \$ 500,000 E L DISEASE - POLICY LIMIT \$ 500,000
<b>Errors &amp; Omissions</b>		PHSD898446	11/21/2013	11/21/2014	Each Occurrence 1,000,000
<b>Errors &amp; Omissions</b>		PHSD898446	11/21/2013	11/21/2014	Aggregate 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Capistrano Unified School District is Named as an Additional Insured. Coverage is primary and non-contributory.

## CERTIFICATE HOLDER

Capistrano Unified School District  
 33122 Valle Road  
 San Juan Capistrano, CA 92675

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

**POLICY NUMBER:** EBP 0032571 **COMMERCIAL GENERAL LIABILITY**

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.  
ADDITIONAL INSURED-DESIGNATED PERSON OR ORGANIZATION**

This endorsement modifies insurance provided under the following:

**COMMERCIAL GENERAL LIABILITY COVERAGE PART.  
SCHEDULE**

**Name of Person or Organization:** **CAPISTRANO UNIFIED SCHOOL DISTRICT**  
**33122 VALLE RD**  
**SAN JUAN CAPISTRANO, CA 92675**

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to this endorsement.)

WHO IS AN INSURED (Section II) is amended to include as an insured the person or organization show in the Schedule as an insured but only with respect to liability arising out of your operations or premises owned by or rented to you.

**Professional Liability:** \$1,000,000 minimum limit per occurrence  
**(Errors & Omissions)** \$2,000,000 minimum general aggregate

## Request for Taxpayer Identification Number and Certification

Give Form to the  
requester. Do not  
send to the IRS.

Name (as shown on your income tax return)  
**PROACT SEARCH, LLC**

Business name/disregarded entity name, if different from above

Check appropriate box for federal tax classification:  
 Individual/sole proprietor     C Corporation     S Corporation     Partnership     Trust/estate  
 Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ \_\_\_\_\_  
 Other (see instructions) ▶ \_\_\_\_\_

Exempt payee

Address (number, street, and apt. or suite no.)  
**1215 WASHINGTON AVENUE, SUITE 300**

City, state, and ZIP code  
**WILMETTE, IL 60091**

List account number(s) here (optional)

Requester's name and address (optional)

Print or type  
See Specific Instructions on page 2.

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Social security number								
			-					

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Employer identification number									
2	6	-	3	5	3	6	6	9	8

### Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
- I am a U.S. citizen or other U.S. person (defined below).

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 4.

Sign Here    Signature of U.S. person ▶    Date ▶ 4/1/12

### General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

#### Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued).
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

Note. If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

**Definition of a U.S. person.** For federal tax purposes, you are considered a U.S. person if you are:


- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

**Special rules for partnerships.** Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.



**CONFLICT OF INTEREST CERTIFICATION**

All proposers/firms shall respond to each of the following questions to determine whether any actual or perceived conflict of interest exists.

PRINT NAME THOMAS VRANAS  
SIGNATURE AND DATE  1/9/14  
TITLE OF OFFICER PRESIDENT  
NAME OF COMPANY PROACT SEARCH

As part of your Certification, please respond to the following questions listed below:

1. Have you or any of your team member(s) or consultant(s) been employed by the DISTRICT in the last three years? [Yes] [No]. If your answer is "Yes", please provide the following information:

- NO
- |    |                                |       |  |
|----|--------------------------------|-------|--|
| a. | Were you a full-time employee? | [Yes] | <input checked="" type="checkbox"/> [No] |
|    | Part-Time employee?            | [Yes] | <input checked="" type="checkbox"/> [No] |
|    | As-Needed employee?            | [Yes] | <input checked="" type="checkbox"/> [No] |
|    | Consultant?                    | [Yes] | <input checked="" type="checkbox"/> [No] |
|    | Or other, please               |       |  |

Explain: \_\_\_\_\_

b. What were the date(s) of your employment/employment contract/consulting contract?  
\_\_\_\_\_

c. In which department(s) of DISTRICT did you work?  
\_\_\_\_\_

d. Who was/were your Supervisor(s)?  
\_\_\_\_\_

e. Please describe your job duties and responsibilities for each DISTRICT position held?  
\_\_\_\_\_

f. What was your last date of employment?  
\_\_\_\_\_

2. Do any Board of Education Member(s) or District employee(s) have a business position or serve as an Officer(s), Partner(s) or Shareholder(s) in your company? [Yes] [No]. If the answer is "Yes", please provide the following information:

a. What is the name of the Board Member(s) or employee(s)?  
YES. Lynn Hatton

b. What is his/her position with your company?

Consultant

c. If a Board of Education Member(s) or employee(s)/Shareholder(s) - what percentage of your company's shares does he/she own?

0%

3. Are any of your former employee(s), (Consultants) presently employed by the DISTRICT? [Yes] [No]. If the answer is "Yes", please provide the following information for each such employee(s).

NO

a. What is the name of the former employee(s)?

b. What was his/her title at your company?

If he/she held more than one position(s) with your company, please provide the title of each position(s) held.

c. Please describe his/her duties and responsibilities for each position(s) held at your company?

d. What were the date(s) of his/her employment?

I declare under the Penalty of Perjury under the laws of the State of California that the above mentioned statements are true and correct to the best of my knowledge, and this declaration was executed on this

9 day of JAN, 20 14; in

(Month)

WILMETTE, ILLINOIS

(City)

(State)

[Signature]

THOMAS GRANT

(Printed Name)

PRESIDENT

(Title)

**NONCOLLUSION DECLARATION**  
**IN ACCORDANCE WITH PUBLIC CONTRACT CODE SECTION 7106**

The undersigned declares:

I am the PRESIDENT of PROACT SEARCH, the party making the foregoing bid.

The bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The bid is genuine and not collusive or sham. The bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid. The bidder has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or to refrain from bidding. The bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder. All statements contained in the bid are true. The bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, to effectuate a collusive or sham bid, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a bidder that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the bidder.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on 1/9/14 [date], at WILMETTE [city], ILLINOIS [state].

  
\_\_\_\_\_  
Signature

THOMAS VRANAS  
\_\_\_\_\_  
Print Name

**TOBACCO USE POLICY**


In the interest of public health, the Capistrano Unified School District provides a tobacco-free environment. Smoking or the use of any tobacco products are prohibited in buildings and vehicles, and on any property owned, leased or contracted for, by the Capistrano Unified School District. Failure to abide with conditions could result in the termination of this agreement.

Each employee engaged in the performance of the contract will be given a copy of this statement and, as a condition of this Agreement; the Bidder agrees to abide by the terms.

I acknowledge that I am aware of Tobacco Use Policy and hereby certify that I will adhere to the requirements of the policy.

Proact Search

\_\_\_\_\_  
Name of Bidder

  
\_\_\_\_\_  
Signature

1/9/14  
\_\_\_\_\_  
Date

***Response to RFQ-P No. 9-1314***  
***A Proposal for Executive Search Firm –***  
***Superintendent Recruitment***

*Presented To:*

**Original**



*Submitted By:*

***Ray and Associates, Inc.***

**CORPORATE OFFICE**  
**4403 1<sup>ST</sup> AVENUE SE, SUITE 407**  
**CEDAR RAPIDS, IOWA 52402-3221**  
**PHONE: 319-393-3115**  
**FAX: 319-393-4931**  
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**CALIFORNIA OFFICE**  
**22 CENTER COURT**  
**LAGUNA NIGUEL, CA 92677**  
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**Website: [www.rayassoc.com](http://www.rayassoc.com)**

***Finding Leaders for America's Schools***

Executive Plaza Building  
4403 First Avenue SE, Ste 407  
Cedar Rapids, IA 52402

Phone: 319-393-3115  
Fax: 319-393-4931  
Email: [glr@rayassoc.com](mailto:glr@rayassoc.com)  
Website: [www.rayassoc.com](http://www.rayassoc.com)

## **Ray and Associates, Inc.**

***Leaders in Executive Searches***

January 9, 2014

Capistrano Unified School District  
ATTN: Mr. John M. Alpay, Board President  
33122 Valle Road  
San Juan Capistrano, CA 92675

Dear Mr. Alpay and members of the Board of Trustees:

This letter is in response to a request regarding the need for our services to assist you in the search for a quality superintendent who would serve your high performing district, community and board well. We are confident the board will be quite pleased with the services we can provide. We have been very successful in providing superintendent search services for districts that are similar in terms of size, cultural diversity, and geographic location.

Our firm has a rich tradition working with districts, communities and boards who have demonstrated their support of all students through provision of rigorous academic challenges and the holding of high expectations for student achievement. In addition, the person selected to lead your district must have the communication, professional and people skills to work with the teachers, parents, students and other governing bodies.

As I'm sure you are aware, the selection of superintendent will be one of the most important tasks your board will perform. The board's success in the search process will affect your school district's education program for years to come. It is extremely important to find the "right fit" for the district. We are familiar with California as we are currently conducting the superintendent searches for Albany Unified School District and Emery Unified School District and recently conducted the superintendent searches for Pasadena Unified School District, Berkeley Unified School District, East Side Union High School District and the county superintendent search for Santa Clara County Office of Education and previously assisted Oakland Unified School District, Ontario-Montclair School District and Sacramento City Unified School District. In the Western region we have conducted searches for Hood River County School District, Eugene School District 4J, North Clackamas School District and Salem-Keizer Public Schools, Oregon; Tempe Union High School District and Paradise Valley Unified School District, Arizona; Seattle Public Schools, Kent School District and Tacoma Public Schools, Washington; state superintendent search for Wyoming Department of Education; Nye County School District, Nevada; Colorado Springs School District #11 and Pueblo School District No. 60, Colorado and Santa Fe Public Schools and Albuquerque Public Schools, New Mexico. Nationally we have assisted DeKalb County School District, Georgia; Howard County Public School System, Maryland; Tuscaloosa City Schools, Alabama; Oak Ridge Schools, Tennessee; Beaufort County School District, South Carolina; Cambridge Public Schools, Massachusetts; Paterson Public Schools, New Jersey; Socorro ISD, Texas; Charlotte-Mecklenburg Schools, North Carolina; Broward County Public Schools and Brevard Public Schools,

Florida; Ann Arbor Public Schools, Michigan and Fayetteville Public Schools, Arkansas in their educational leadership searches. We are currently assisting Lake Oswego School District, Medford School District 549C and Salem-Keizer School District 24J, Oregon; East Aurora School District #131 and Indian Prairie School District 204, Illinois; Blaine County School District #61, Idaho; Gilbert Public Schools, Arizona; Baltimore City Public Schools and Anne Arundel County Public Schools, Maryland and many others across the nation.

We are a national search firm that is uniquely equipped to assist you in the selection of a superintendent who meets your particular needs and qualifications. We will not only advertise, but also actively recruit potential candidates that will meet the criteria established by your board, including women and minorities. Most other consultants do not seek out candidates for a position as we do for our clients. With our extensive national associate base, Ray and Associates, Inc. will be able to recruit quality candidates from around the country as well as within the state. We have often found excellent in-state candidates, who would not otherwise have applied for the position due to a possible conflict of interest with a state or local firm. Our professional, objective procedures allow us to attract, process, and screen the most successful candidates for a superintendent position. You will also find our system is flexible, which allows us to customize the search to meet the desires of the board.

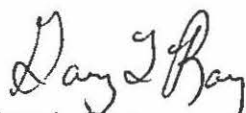
Our firm has exhibited at the National School Boards Association (NSBA) and the American Association of School Administrators (AASA) for over thirty-eight years. This year the firm will exhibit and present at numerous state school board associations, including California. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients.

It is our goal to make the selection process professional, efficient, and successful to assure your complete satisfaction with our services. It is quite common for a board to be concerned about the quality of candidates who might be available in today's chief executive officer market. Outstanding administrators will need to be recruited regardless of the time of year or the position needs to be filled because many of these school leaders already have good jobs. We feel that our firm can be very successful in attracting candidates that will meet or exceed your expectations. With a consulting firm of over one hundred sixty (160) associates located nationwide, Ray and Associates, Inc. has been able to develop the most comprehensive pool of candidates of any executive search firm in the country. Our reputation for success is built upon providing school districts precisely the type of candidate that satisfies not only the board, but the community and faculty as well.

Ray and Associates, Inc. strives to provide the district with the best match possible based on what we learn in our extensive interaction with the board and key players in the search. It is our desire to activate our network in your behalf to locate individuals that can effectively assume the top executive post in your district.

We welcome the opportunity to make a presentation of our services at your convenience. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our Cedar Rapids office at 319-393-3115.

Sincerely,

  
Gary L. Ray  
President

# TABLE OF CONTENTS

Page

## PROPOSAL SUBMISSIONS

1. Executive Summary.....	1
2. Narrative .....	2-17
a. Experience/References.....	2-4
b. Scope of Services to be Provided .....	5-17
3. Fees/Services Schedule .....	17
4. Additional Data .....	18
5. Certification .....	Following
6. Certification by Contractor of Criminal Records Check.....	Following
7. Insurance Requirements.....	Following
8. W-9 Form .....	Following
9. Conflict of Interest Certification .....	Following
10. Noncollusion Declaration.....	Following
11. Tobacco Use Policy .....	Following



## Proposal Submission

### 1. Executive Summary

## EXECUTIVE SUMMARY

Ray and Associates, Inc. is fully capable of meeting all the requirements of the RFQ-P Number 9-1314. We clearly understand the search process that is necessary for a high performing school district to follow to be successful. In fact, we very typically receive more fully completed applications for the districts we represent than any other search firm in the country.

We strongly believe in building an accurate profile for the position and then recruiting specifically to the criteria of that profile. This involves interviewing and surveying board members as well as any constituencies as identified by the board. Our search involves looking for candidates with the appropriate skill sets and personality traits that will be a close fit for our client districts.

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university, or any other organization. This allows our firm to be objective in the search process. As a national firm, we stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large database of top candidates who are interested in new, challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. It is important, however, for our clients to know that we are not a placement service that owes any favors to potential candidates, and that we actively recruit women and minority candidates. Our professional objective is to recruit and advertise for the best candidate that meets the qualifications and characteristics of a superintendent as set forth by the board. Our recruitment process is very comprehensive, here highlighted by the following steps:

- Inform all of the firm's associates of the position including profile information.
- Advertise in effective media known for high readership by school leaders.
- Consult our extensive database for precise matches between district and candidate profiles.
- Contact directly successful school leaders who are in good positions currently for them to consider the Capistrano Unified School District.
- Contact other organizations at state, regional and national levels regarding the position.
- Actively seek out potential candidates at state and national conventions.

Once recruited, all applicants are screened from the perspective of viable match with district criteria. Those who emerge successfully from this screening are termed true candidates and our background research team then conducts extensive investigations on those individuals. The best of those candidates become semi-finalists and Board members will have the opportunity to not only review the application packet submitted by each semi-finalist but they will also have the opportunity to observe each semi-finalist candidate interviewed with questions specifically designed to the Capistrano Unified School District superintendent search through video technology. This will allow board members to get a better perspective of each candidate in order to determine which candidates to interview. Ray and Associates is the only search firm that provides this video technology screening of candidates. In addition to the semi-finalist packets provided to the board, we will have available to the board each and every completed file for their perusal if they so choose.

We have been highly successful in placing outstanding candidates in all of our searches for over thirty-eight years. We organize the interview process and offer an objective method for determining the board's top candidate by consensus. Very rapidly at this point we gain assent to the position from the lead candidate which is followed by the negotiations to finalize a mutually agreeable contract.

**Proposal Submission**

**2. Narrative**

**a. Experience/References**

Following is a list of contracts from the past five (5) years for services similar in scope to this proposal:

<b>PLACEMENT DISTRICT CITY, STATE</b>	<b>PLACEMENT DISTRICT CITY, STATE</b>
Albany Unified School District Albany, CA (current search)	Santa Clara County Office of Education San Jose, CA
Emery Unified School District Emeryville, CA (current search)	East Side Union High School District San Jose, CA
Berkeley Unified School District Berkeley, CA	Indian Prairie School District 204 Indian Prairie, IL (current search)
Pasadena USD Pasadena, CA	Millville School District Millville, PA (current search)
Baltimore City Public Schools Baltimore, MD (current search)	Wyandanch Union Free School District Wyandanch, NY (current search)
Medford School District 549C Medford, OR (current search)	Ann Arbor Public Schools Ann Arbor, MI
Port Angeles School District Port Angeles, WA (current search)	Anne Arundel County Public Schools Annapolis, MD (current search)
Beaufort County School District Beaufort, SC	Camden City Public Schools Camden, NJ
Bradley-Bourbonnais CHSD No. 307 Bradley, IL	Des Moines Public Schools Des Moines, IA
School District of Cheltenham Twnshp Elkins Park, PA	FL Department of Education Tallahassee, FL
East Aurora School District 131 Aurora, IL (current search)	Harrison School District 36 Harrison, IL
Gilbert Public Schools Gilbert, AZ (current search)	Hood River County School District Hood River, OR
Glen Ellyn School District 41 Glen Ellyn, IL	Lake Oswego School District Lake Oswego, OR
Interstate 35 Community Schools Truro, IA	Manara Academy Irving, TX
Madison Metro. School District Madison, WI	MS Department of Ed. (State Supt.) Jackson, MS
Marlboro Township School District Marlboro, NJ	Muscatine Community School District Muscatine, IA
Mount Pleasant Community School District Mount Pleasant, IA	OH Department of Education (State Supt.) Columbus, OH

### a. Experience/References, continued

Oak Ridge Schools Oak Ridge, TN	Pekin Community School District Packwood, IA
Papillion-La Vista Public Schools Papillion, NE	Racine Unified School District Racine, WI
Plymouth-Canton Community Schools Plymouth, MI	Shawnee Mission School District Shawnee Mission, KS
Roosevelt Union Free School District Roosevelt, NY	Van Buren Community Schools Keosauqua, IA
St.Johns Public Schools St. Johns, MI	Wyoming Department of Education (State Supt.) Cheyenne, WY
Wareham Public Schools Wareham, MA	Consolidated School District of New Britain New Britain, CT
Alburnett Community Schools Alburnett, IA	Eldora-New Providence CSD Eldora, IA
Elmbrook Schools Brookfield, WI	Fairfield City Schools Fairfield, AL
Fargo Public Schools Fargo, ND	Freeport School District 145 Freeport, IL
Howard Co. Public School System Ellicott City, MD	Jackson Public Schools Jackson, MS
Keokuk CSD Keokuk, IA	Montclair Public Schools Montclair, NJ
Norfolk Public Schools Norfolk, VA	North Cedar CSD Stanwood, IA
Nye County School District Parumph, NV	Oswego CUSD 308 Oswego, IL
Pleasant Plains CUSD #8 Pleasant Plains, IL	Rochester City Schools Rochester, NY
Trenton Public Schools Trenton, NJ	Santa Fe Public Schools Santa Fe, NM
Ann Arbor Public Schools Ann Arbor, MI	West Bloomfield School District West Bloomfield, MI
Bellevue Public Schools Bellevue, NE	Ardmore City Schools Ardmore, OK
Broward County Public Schools Ft. Lauderdale, FL	Bismarck Public Schools Bismarck, ND
Colfax-Mingo CSD Colfax, IA	Caroline County Public Schools Denton, MD
DeKalb County School District Stone Mountain, GA	Collier County Public Schools Naples, FL
Eugene School District 4J Eugene, OR	Derry Township School District Hershey, PA
Green Bay Area Public Schools Green Bay, WI	Ferguson-Florissant School District Florissant, MO
Meridian CUSD #223 Meridian, IL	Lander County School District Battle Mountain, NV

### a. Experience/References, continued

Nye County School District Parumph, NV	Minooka Community High School District 111 Minooka, IL
Pearland ISD Pearland, TX	Shenandoah Comm. School District Shenandoah, IA
Spring-Ford Area School District Royersford, PA	Sumner County Schools Gallatin, TN
Tuscaloosa City Schools Tuscaloosa, AL	W. Des Moines CSD West Des Moines, IA
Willingboro Township Public Schools Willingboro, NJ	

Searches vary from district to district, but typically take about three months. A thorough search is one that commences with establishing position criteria, the timeline, and salary for the position and proceeds through recruiting, advertising, screening and presentation of semi-finalists. The search is only termed complete when the new superintendent is contracted for the position and our clients are totally satisfied. Following is a list of educational client references with whom we have contracted within the last three (3) years.

SCHOOL DISTRICT AND LOCATION	CONTACT PERSON	PHONE NUMBERS/ E-MAIL	DATES OF SERVICE	CONTRACT AMOUNT
<b>East Side Union High School District</b> San Jose, CA (Superintendent Search)	Frank Biehl, Board President	Hm: 408-223-2330 <a href="mailto:biehl@comcast.net">biehl@comcast.net</a> <a href="mailto:biehlf@esuhsd.org">biehlf@esuhsd.org</a>	2012	\$22,500
<b>Pasadena USD</b> Pasadena, CA (Superintendent Search)	Renatta Cooper, Board President	Cell: 626-720-2425 <a href="mailto:RCooper@pusd.us">RCooper@pusd.us</a>	2011	\$21,500
<b>Berkeley Unified School District</b> Berkeley, CA (Superintendent Search)	Karen Hemphill, Board President	Phone: 510-502-6137 <a href="mailto:karenhemphill@comcast.net">karenhemphill@comcast.net</a>	2013	\$17,500
<b>Howard County Public School System</b> Ellicot City, MD (Superintendent Search)	Brian Meshkin, Vice Chairman	Cell: 951-719-4242 Hm: 301-725-4675. <a href="mailto:brian@brianmeshkin.com">brian@brianmeshkin.com</a>	2012	\$31,000
<b>Norfolk Public Schools</b> Norfolk, VA (Superintendent Search)	Suzan Kaufman, Board VP	Cell: 757-284-4867 Hm: 757-965-6293 Wk: 757-321-5272 <a href="mailto:skaufman@dollartree.com">skaufman@dollartree.com</a>	2010	\$27,000
<b>Collier County Public Schools</b> Naples, FL (Superintendent Search)	Allun Hamblett, Former Deputy Chief Administrative Officer	Cell: 239-398-0761 <a href="mailto:ARHAssociates@comcast.net">ARHAssociates@comcast.net</a>	2011	\$30,000

**b. Outline, in detail, the tasks your firm will perform to produce information and services requested under the "Scope of Services to be Provided," page 2. As necessary, indicate any additional or optional tasks.**

- **Background and experience with Superintendent searches inside and outside California.**

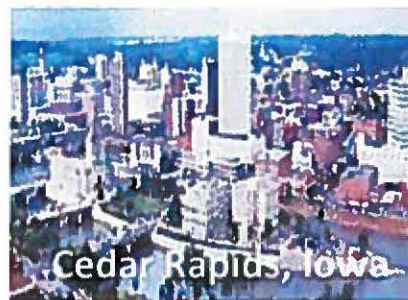
### PROFILE OF THE FIRM

Ray and Associates, Inc. is a professional organization that specializes in school executive leadership searches. The firm has been in the school executive search business since 1975 and has established an outstanding reputation. The firm has been recognized by *The School Administrator* journal as one of the top search firms in the country. Our professional consultants, including women and minorities, are persons with long-term experience in the school executive search field with extensive backgrounds as school administrators, business executives, school board members, university professors, and attorneys. All of the consultants within the firm have years of experience in the school executive search field.

Ray and Associates, Inc. is an independent and objective firm that does not accept placement fees from any candidate. We have designed a highly effective procedure that allows us to impartially assist schools in selecting the best individual for their particular needs.

In addition to our corporate office located in Cedar Rapids, Iowa, we have a national executive director, corporate director, six regional directors and over one hundred sixty (160) associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

The corporate office also maintains a full-time administrative staff to assist in the executive search business.



Our firm has exhibited and presented at the National School Boards Association (NSBA) and the American Association of School Administrators (AASA) for the past thirty-eight (38) years. In fact, past president of the American Association of School Administrators (AASA), Dr. Don Kussmaul, is an active associate with our firm. In addition, we have exhibited at various state school board conventions, including such states as California, Arizona, Washington, Oregon, Texas, Virginia, Illinois, Nebraska, Iowa and others. We are the only search firm that invests the time and money to exhibit at national conventions which ultimately benefits our clients. We have an active working relationship with the Urban Superintendents Association of America whose former Executive Director, Don Bruno, serves as one of our associates. We also have associates who are affiliated with the Council of Great City Schools, Broad Urban Superintendents Academy, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as with other professional organizations.

Exhibiting at state and national conventions allows the firm to meet and recruit outstanding administrators for our client districts. As a result, Ray and Associates has access to the most comprehensive pool of candidates of any executive search firm in the country.

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. We are familiar with California as we are currently conducting the superintendent searches for Albany Unified School District and Emery Unified School District and recently conducted the superintendent searches for Pasadena Unified School District, Berkeley Unified School District, East Side Union High School District and the county superintendent search for Santa Clara County Office of Education and previously assisted Oakland Unified School District, Ontario-Montclair School District and Sacramento City Unified School District. In the Western region we have conducted searches for Hood River County School District, Eugene School District 4J, North Clackamas School District and Salem-Keizer Public Schools, Oregon; Tempe Union High School District and Paradise Valley Unified School District, Arizona; Seattle Public Schools, Kent School District and Tacoma Public Schools, Washington; state superintendent search for Wyoming Department of Education; Nye County School District, Nevada; Colorado Springs School District #11 and Pueblo School District No. 60, Colorado and Santa Fe Public Schools and Albuquerque Public Schools, New Mexico. Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your district focused upon our goal to make the selection process professional, efficient, and successful so we can state, without reservation, that you will be quite pleased with our services.

**b. Outline, in detail, the tasks your firm will perform...continued**

- **A list of candidate placements and their respective tenure in school districts that have utilized the firm's services.**

Our placement tenure averages approximately eight (8) years within the last several years. Below is a list of searches that includes candidate tenure within the last 3 years. Additional candidate placements can be provided upon request.

PLACEMENT DISTRICT CITY, STATE	SEARCH YEAR	CANDIDATE LONGEVITY
Lake Oswego School District Lake Oswego, OR	2013	Current Search
Albany Unified School District Albany, CA	2014	Current Search
Baltimore City Public Schools Baltimore, MD	2014	Current Search
Millville School District Millville, PA	2014	Current Search
Beaufort County School District Beaufort, SC	2013	Current
Bradley-Bourbonnais CHSD No. 307 Bradley, IL	2013	Current
School District of Cheltenham Township Elkins Park, PA	2013	Current
East Aurora School District 131 Aurora, IL	2013	Current Search
Gilbert Public Schools Gilbert, AZ	2013	Current Search
Glen Ellyn School District 41 Glen Ellyn, IL	2013	Current
Interstate 35 Community Schools Truro, IA	2013	Current
Madison Metro. School District Madison, WI	2013	Current
Marlboro Township School District Marlboro, NJ	2013	Current

PLACEMENT DISTRICT CITY, STATE	SEARCH YEAR	CANDIDATE LONGEVITY
Anne Arundel County Public Schools Annapolis, MD	2014	Current Search
Indian Prairie School District 204 Indian Prairie, IL	2014	Current Search
Wyandanch Union Free School District Wyandanch, NY	2014	Current Search
Ann Arbor Public Schools Ann Arbor, MI	2013	Current
Berkeley Unified School District Berkeley, CA	2013	Current
Camden City Public Schools Camden, NJ	2013	Current
Des Moines Public Schools Des Moines, IA	2013	Current
Harrison School District 36 Harrison, IL	2013	Current
Hood River County School District Hood River, OR	2013	Current
Manara Academy Irving, TX	2013	Current
MS Department of Ed. (State Supt.) Jackson, MS	2013	Current
Muscatine Community School District Muscatine, IA	2013	Current
OH Department of Education (State Supt.) Columbus, OH	2013	Current

## b. Outline, in detail, the tasks your firm will perform...continued

Mount Pleasant Community School District Mount Pleasant, IA	2013	Current	Pekin Community School District Packwood, IA	2013	Current
Oak Ridge Schools Oak Ridge, TN	2013	Current	Racine Unified School District Racine, WI	2013	Current
Papillion-La Vista Public Schools Papillion, NE	2013	Current	Shawnee Mission School District Shawnee Mission, KS	2013	Current
Plymouth-Canton Community Schools Plymouth, MI	2013	Current	Van Buren Community Schools Keosauqua, IA	2013	Current
Roosevelt Union Free School District Roosevelt, NY	2013	Current	Wyoming Department of Education (State Supt.) Cheyenne, WY	2013	Current
St.Johns Public Schools St. Johns, MI	2013	Current	Consolidated School District of New Britain New Britain, CT	2012	Current
Wareham Public Schools Wareham, MA	2013	Current	Eldora-New Providence CSD Eldora, IA	2012	Current
Alburnett Community Schools Alburnett, IA	2012	Current	Fairfield City Schools Fairfield, AL	2012	Current
East Side Union High School District San Jose, CA	2012	Current	Freeport School District 145 Freeport, IL	2012	Current
Elmbrook Schools Brookfield, WI	2012	Current	Jackson Public Schools Jackson, MS	2012	Current
Fargo Public Schools Fargo, ND	2012	Current	Montclair Public Schools Montclair, NJ	2012	Current
Howard Co. Public School System Ellicott City, MD	2012	Current	North Cedar CSD Stanwood, IA	2012	Current
Keokuk CSD Keokuk, IA	2012	Current	Oswego CUSD 308 Oswego, IL	2012	Current
Norfolk Public Schools Norfolk, VA	2012	Current	Rochester City Schools Rochester, NY	2012	Current
Nye County School District Parumph, NV	2012	Current	Santa Fe Public Schools Santa Fe, NM	2012	Current
Pleasant Plains CUSD #8 Pleasant Plains, IL	2012	Current	West Bloomfield School District West Bloomfield, MI	2012	Current
Santa Clara County Office of Education San Jose, CA	2012	Current	Ardmore City Schools Ardmore, OK	2011	Current
Trenton Public Schools Trenton, NJ	2012	Current	Bismarck Public Schools Bismarck, ND	2011	Current
Bellevue Public Schools Bellevue, NE	2011	Current	Caroline County Public Schools Denton, MD	2011	Current

**b. Outline, in detail, the tasks your firm will perform...continued**

Broward County Public Schools Ft. Lauderdale, FL	2011	Current
Colfax-Mingo CSD Colfax, IA	2011	Current
DeKalb County School District Stone Mountain, GA	2011	1 year
Eugene School District 4J Eugene, OR	2011	Current
Green Bay Area Public Schools Green Bay, WI	2011	Current
Meridian CUSD #223 Meridian, IL	2011	1.5 years
Nye County School District Parumph, NV	2011	Current
Pearland ISD Pearland, TX	2011	Current
Spring-Ford Area School District Royersford, PA	2011	Current
Willingboro Township Public Schools Willingboro, NJ	2011	Current

Collier County Public Schools Naples, FL	2011	Current
Derry Township School District Hershey, PA	2011	2 years
Ferguson-Florissant School District Florissant, MO	2011	Current
Lander County School District Battle Mountain, NV	2011	Current
Minooka Community High School District 111 Minooka, IL	2011	Current
Pasadena USD Pasadena, CA	2011	Current
Shenandoah Comm. School District Shenandoah, IA	2011	Current
Sumner County Schools Gallatin, TN	2011	Current
Tuscaloosa City Schools Tuscaloosa, AL	2011	Current
W. Des Moines CSD West Des Moines, IA	2011	2 years



## **b. Outline, in detail, the tasks your firm will perform...continued**

- **Procedures for developing a candidate profile and selection criteria.**
- **Timelines and process for conducting the search**

### **CONSULTANT SERVICES PROVIDED FOR THE CAPISTRANO UNIFIED SCHOOL DISTRICT THE CONSULTANT WILL:**

#### **STAGE 1 - BOARD INPUT AND PREPARATION**

1. Customize the search process to meet the needs and expectations of the Capistrano Unified School District.
2. Conduct individual board member interviews to assess the board's priorities, goals and objectives to aid in the development of the criteria and qualifications for the superintendent position.
3. Work with the board to establish a timeline that lists each step in the search process.
4. Discuss with the board the requirements and salary range for the superintendent position.
5. Work with the Capistrano Unified School District staff and those selected by the board in the development of an accurate informational flyer and online application form. If desired, our office staff has the experience and capability to create the district's promotional flyer. The printing of the flyer will be the responsibility of the district.
6. Provide sample letters to be used by the Capistrano Unified School District in its correspondence regarding the vacancy.

#### **STAGE 2 – CANDIDATE PROFILE DEVELOPMENT AND SELECTION CRITERIA PROCESS**

7. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the board. In addition, our firm has the resources to offer an online survey option. We will provide a link to the survey to post on the district's website. The consultants will receive and organize all input data and then report the results to the board. **Please see page 12 for additional information.**
8. Provide the board with cost saving options to minimize expenses by utilizing Skype, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs.
9. Develop all required forms for the application and screening process.

#### **STAGE 3 - RECRUITING AND SCREENING**

10. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
  - **Notify all associates to actively recruit potential candidates.**
  - **Contact individuals in our firm's database whose interests match district criteria.**
  - **Actively recruit applications from qualified individuals.**
  - **Solicit nominations from knowledgeable people in the profession.**
  - **Contact other professional consultants in private and public sectors.**
  - **Discuss with all candidates the district's characteristics and the board of trustees' profile and criteria for the new superintendent position.**
  - **Advertise statewide and nationally in the following as selected by the board: Ed Cal, Ed Join, California School Administrators, National Association of School Superintendents Website, AASA Website, Education Week Newspaper and Website, Ray and Associates Website, Women in Higher Education, Hispanic Outlook, The School Administrator Publication, Executives Only Website, LinkedIn and other publications selected by the board.**

**Please see page 13 for additional information.**

## **b. Outline, in detail, the tasks your firm will perform...continued**

- **Procedures..., continued**
- **Timelines and process ...continued**

### **STAGE 3 - RECRUITING AND SCREENING – CONTINUED**

11. Develop and manage the candidate screening process. All applicants are screened from the perspective of a viable match with district criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with district expectations. Those who emerge successfully from this screening are deemed viable candidates.
12. Check references provided and conduct additional background investigation of leading candidates. Our firm interviews each viable candidate that meets board criteria and verifies their qualifications, experience and eligibility of certification. Our background research team then conducts extensive investigations on those individuals. The investigations go well beyond listed references and their current position to include contacts with state associations and various national leadership organizations. A complete check of a candidate's work history is also completed utilizing online resources such as Google, Yahoo, Bing, Facebook, Twitter and other social media sources as well as checking for blogs through candidate's local newspaper.

### **STAGE 4 - CANDIDATE PRESENTATION**

13. Provide the board with an opportunity to observe each semi-finalist candidate interviewed with questions specifically designed to the Capistrano Unified School District superintendent search through video technology. This will allow board members to get a better perspective of each candidate in order to determine which candidates to interview. Ray and Associates is the only search firm that provides this video technology screening of candidates. By offering this opportunity, this will save the board members on expenses and their time.
14. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the board in determining the finalists for an interview. We have been extremely effective working with boards who are divided on issues and candidates.
15. Assist the board in establishing the interview format and in developing interview questions.
16. Determine and coordinate constituent and staff involvement in the interview process, if desired by the board. **Please see page 12 for additional information.**
17. Help arrange the details of interviews for leading candidates.
18. Coordinate with the Capistrano Unified School District Business Office the procedure for reimbursement of candidates' expenses.

### **STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING**

19. Assist district legal staff in negotiating the contract with the successful candidate at no additional cost to the district.
20. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the board.
21. Assist the district in preparing a press release, upon request, announcing the appointment of the new superintendent.
22. Provide the board with a report of the Board Self-Assessment Survey Results at no additional cost.

**The superintendent search services and process provided above can be adjusted to meet the specific needs of the Capistrano Unified School District.**

**b. Outline, in detail, the tasks your firm will perform...continued**

- **Timelines and process ...continued**

**CAPISTRANO UNIFIED SCHOOL DISTRICT  
SUPERINTENDENT SEARCH *SUGGESTED* PROCESS AND TIMELINE**

*Items highlighted in yellow indicate an in-person meeting with the consultant(s)*

**DATE**

Stage 1  
Board Input &  
Preparation

\_\_\_\_\_ **Consultant planning meeting with the board and individual board member interviews. (Time: *TBD*) (option to conduct via Skype, conference call or gotomeetings.com)**

\_\_\_\_\_ Begin preparing information for the district promotional flyer and online application form with the district liaison representative(s).

\_\_\_\_\_ Notify all associates and other professional contacts of vacancy.

\_\_\_\_\_ Contact constituents and stakeholders for input meetings on \_\_\_\_\_.

Stage 2  
Profile Development  
& Process

\_\_\_\_\_ Online survey link, for input on developing the profile, available on district website from \_\_\_\_\_ to \_\_\_\_\_.

\_\_\_\_\_ **Meetings with constituent and stakeholder group representatives.**

\_\_\_\_\_ 8 a.m. deadline for survey/input from constituents, stakeholders and board members, including online survey.

\_\_\_\_\_ Promotional flyer draft due.

\_\_\_\_\_ **Board to finalize superintendent profile for the promotional flyer and online application form. (Time: *TBD*) (option to conduct via Skype, conference call or gotomeetings.com)**

Stage 3  
Recruiting  
& Screening

\_\_\_\_\_ Print promotional flyer. Forward to consultant.

\_\_\_\_\_ E-mail promotional flyer and online application instructions to interested candidates.

\_\_\_\_\_ Deadline for all application materials. (*\*See note below.*)

Stage 4  
Candidate  
Presentation

\_\_\_\_\_ **Consultant develops and finalizes interview questions and procedures with the board. Semi-finalists are presented to the board and consultant assists the board in selecting finalists for the interviews. If desired by the board, consultant will meet with constituents and staff interview group(s) to discuss their roles. (Time: *TBD*)**

\_\_\_\_\_ Interview semi-finalist candidates (1<sup>st</sup> round).

\_\_\_\_\_ **Meeting with consultant following the last interview. (Time: *TBD*)**

Stage 5  
Selection of Finalist  
& Future Planning

\_\_\_\_\_ Interview finalist candidates (2<sup>nd</sup> round).

\_\_\_\_\_ **Final meeting with consultant following the last interview. (Time: *TBD*) (option to conduct via Skype, conference call or gotomeetings.com)**

\_\_\_\_\_ Optional on-site visit of leading candidate(s) current district by board members.

\_\_\_\_\_ Consultant will discuss contract terms with the finalist.

\_\_\_\_\_ Offer the contract.

\_\_\_\_\_ Press release of new superintendent.

\_\_\_\_\_ Board Self-Assessment Survey Results presented to the board.

**\*All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors. (Actual dates to be determined in the first meeting with the Board of Trustees.)**

## **b. Outline, in detail, the tasks your firm will perform...continued**

- **Procedures..., continued**

### **BUILDING THE PROFILE**

Ray and Associates, Inc. firmly believes in parent, staff and community participation, especially in the development of an accurate profile for the position. Our firm takes developing the profile very seriously as the profile is the focal point of our recruitment efforts. We are eager to interview each board member individually and visit with stakeholder groups who attend scheduled meetings. We will meet with any employees and other stakeholders as identified by the board. Our firm also offers the opportunity for the community, staff and parents to participate in morning and evening forums that are organized to solicit input via the survey process and create dialogue by asking a series of questions related to the desired characteristics of the new superintendent. The purpose of these meetings will be to educate them about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.

In addition, for those stakeholders unable to attend scheduled meetings, our firm offer's an online survey option with space for written comments/recommendations which is available in various languages. We will provide you with a link to place on the district website. Our office will maintain, collect and analyze all information received and include this in the report to the board.

Our process consists of Q and A sessions and the administration of our own 33 Desirable Characteristics Survey. This is culminated in an open meeting report to the board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the board. At the encouragement of the consultants, many survey respondents will provide additional comments to the board which are presented as a part of this report. Our dialogue with constituents and interviews with individual board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

### **INTERVIEW PROCESS – COMMUNITY INPUT**

Boards that have chosen the option to involve the public and employees during the interview phase of the search have found that we have been very effective in organizing this part of the process. Serious candidates who submit to being interviewed by personnel other than the board itself are prepared for this by our consultants. Likewise, we meet with any groups, who are to have direct contact with the candidate, to explain their roles and to ensure that they operate as ambassadors for the district. We explain in detail the limits of their roles – that they should not rank the candidates, nor should they ask any questions of personal/illegal nature. Participants in these groups are requested to complete a "Candidate Impressions" form that is duplicated for each board member's review.

It is also requested by some of our client school boards that the top two (sometimes three) finalists are brought back to the district for an open forum with the public. We provide a proven process for this as well that includes a moderator. Questions from the audience are submitted in writing to ensure that the candidates are only asked about legitimate issues related to the position.

## b. Outline, in detail, the tasks your firm will perform...continued

### • Timelines and process ...continued

## RECRUITMENT

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university or any other organization. This allows our firm to be extremely objective in the search process. We stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large pre-screened database of top candidates who are interested in new and challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. However, it is important for our clients to know we are not a placement service that owes any favors to prospective candidates. Our professional objective is to aggressively recruit and advertise for the best candidate who meets the qualifications and characteristics of a superintendent as set forth by the board. Our recruitment process is very comprehensive, highlighted by the following steps:

- Inform the firm's 160 associates of the position and seek recommendations
- Advertise in local, regional and national venues known for high readership by school leaders
- Consult our extensive database for precise matches between district and candidate profiles
- Aggressively recruit successful school leaders who are not currently seeking a new position to invite them to consider the Capistrano Unified School District position
- Contact other organizations at state, regional and national levels regarding the position
- Proactively seek out potential candidates at state and national conventions



Ray and Associates, Inc. is a very diverse firm; 40% of our associates are women and/or minorities. Our firm has placed more women and minorities in the country in the last ten years than any other firm.

Ray and Associates has developed the most comprehensive pool of candidates of any executive search firm in the country. Our firm has a national reputation for the recruitment of outstanding candidates that match the expectations of the board and community. We have also been extremely successful in recruiting women, minorities and non-traditional candidates for our clients. It is only a matter of reality that outstanding administrators already have good jobs and will need to be recruited. However, even more important, is the investigative process and background checks we perform on all viable candidates to ensure you are looking at quality school leaders in all aspects. It will be our shared goal with the board to make the selection process inclusive, professional, efficient and successful so we can state without reservation you will be quite pleased with our services.

*Ray and Associates, Inc. complies with all equal opportunity laws in the firm's search for the best and brightest candidates for our placement services and within our organization.*

## **b. Outline, in detail, the tasks your firm will perform...continued**

- **Assistance provided in orienting a new Superintendent to the school district, as well as the unique issues in California.**

Our associates will introduce the new Superintendent to the complex nature of California's educational code. We will emphasize the necessity to apply the correct rules to the various constituent groups they will encounter in their new role. We also will introduce the new Superintendent to the various funding sources for implementing Common Core curriculum.

### **FOLLOW-UP AFTER THE SEARCH: BOARD SELF-ASSESSMENT SURVEY FOCUS ON FUTURE PLANNING**

Included in the base fee, the consultants from Ray and Associates, Inc. will spend time with the board reflecting upon current board governance procedures. In respect to governance and district initiatives, we have found that there is really no better time than very early in the tenure of a new superintendent to assess issues and expectations.

**ROUND 1:** At the conclusion of the search, we will provide the board with a link to an online survey concerning current district governance practices as well as key district challenges and opportunities for improvement. Assessment results are then analyzed and shared with the board and the new superintendent. The results can be emailed, presented in-person or via Skype.

**ROUND 2:** About six months after the new superintendent begins, we will provide the survey again to be completed by the current board and the superintendent. As in round one, at no cost to the district, the results will be analyzed and shared with the board and superintendent to assist with teambuilding every year thereafter as long as that superintendent is in tenure.

Through the aforementioned process, we are afforded an in-depth view of your school district. As part of our presentation, we will also provide insight and suggestions for organizational improvements. Ray and Associates has developed several training/workshops targeted at increasing organizational performance and efficiency which may be of interest to your school district at this time of significant leadership transition. Our firm belief is the workshops/training can increase the effectiveness of both the board and superintendent, enhance their relationship, and provide for an optimum learning environment to improve student achievement.

## **b. Outline, in detail, the tasks your firm will perform...continued**

- **Any additional information that supports the firm's qualifications in attracting candidates with a proven reputation for success in leading a large organization.**

### **KEY ASSOCIATES FOR THE PROJECT**

The following principal/project coordinators will be actively involved in working with the school district. The associates listed will be assisting in recruitment, screening, and background checks. The firm chooses various associates across the country to be sure that every region will be covered to recruit the best candidates for the Capistrano Unified School District. In addition, we have professional contacts throughout California, the Western region and nationally. The following is only a partial list of associates who will be involved in the recruitment and screening of candidates. The firm will actually involve many more associates for the project.

#### **Mr. Gary L. Ray, President**

Principal/Project Coordinator - Cedar Rapids, IA

Gary is president of Ray and Associates, Inc. He supervises and oversees all searches conducted by the firm and will directly interact with the Capistrano Unified School District and any committee that may be established on all details of this search. Mr. Ray is a former school administrator with an advanced degree who has worked with hundreds of school boards over the past thirty-eight years.

#### **Dr. Bill Newman**

National Executive Director - Mountain Home, AR

Bill serves our firm as the National Executive Director and assists the president with all aspects of our executive searches. He also assigns all background investigative work on candidates and supervises the teams work. He has an earned Ph.D., is a former superintendent of schools and is a retired military veteran.

#### **Mr. Ryan Ray**

Corporate Director - Cedar Rapids, IA

Ryan serves our firm as a corporate director and assists the president with all aspects of our executive searches. He also assigns all background investigative work on candidates and supervises the teams work. He has an earned master's degree from Lindenwood University in St. Louis and a bachelor's degree from the University of Missouri in Columbia, Missouri.

#### **Ms. Anita Johnson**

Regional Search Director - Laguna Niguel, CA

Anita serves our firm as a regional search director, team member and background investigator and as such performs recruiting and screening of candidates. She has served as the Executive Director of the National Center for Education Research & Technology, a national superintendents group, for the over ten years. Anita Johnson has over twenty-five years of public personnel experience with emphasis on executive search, recruitment and selection, organizational development, and classification and compensation analysis.

#### **Dr. Stan Paz**

Regional Search Director - Tucson, AZ

Stan serves our firm as a regional search director and will monitor and direct search team efforts as well as recruit and screen candidates. He has an earned Ph.D. in Educational Administration from the University of Arizona and served as a superintendent, deputy superintendent and associate superintendent in Texas and Arizona for over 20 years.

## **b. Outline, in detail, the tasks your firm will perform...continued**

- **Any additional information, continued**

### **Mr. Noel Gallo**

Regional Search Director - Oakland, CA

Noel serves our firm as a regional search director, team member and background investigator and as such performs recruiting and screening of candidates. He earned his bachelor's in Business Administration from University of California, Berkley and his masters in Management from National University San Diego. Mr. Gallo has been a board of education member for over 15 years and spent his entire professional career in California.

### **Dr. Carmella Franco**

Regional Search Associate - Whittier, CA

Carmella serves our firm as a regional search associate, team member and background investigator and as such performs recruiting and screening of candidates. She has an earned doctorate from the University of La Verne and has been a superintendent, principal and teacher in California for 40 years. Dr. Franco joined the Ray and Associates, Inc. team 2 years ago.

### **Dr. Stu Gothold**

Regional Search Associate - Whittier, CA

Dr. Stu Gothold serves our firm as a search associate, team member and background investigator and as such performs the recruiting and screening of candidates. He earned his doctorate from the University of Southern California and spent over 25 years in California as a superintendent, deputy superintendent and assistant superintendent.

## **SUMMARY OF PROJECT ASSOCIATES**

**Mr. Bob Mata**  
Manhattan Beach, CA

**Mr. Ricardo Medina**  
San Jose, CA

**Mr. Jerry Glen**  
Danville, CA

**Mr. Ricardo Medina**  
Bridgeport, MI

**Ms. Toni Cordova**  
Tucson, AZ

**Mr. Don Long**  
Hendersonville, TN

**Dr. Tom Morgan**  
St. Louis, MO

**Dr. Gary Emanuel**  
Flagstaff, AZ

**Mr. Jim Mabbott**  
Beaverton, OR

**Dr. Jim Shoemake**  
Tacoma, WA

**Mr. Al Johnson**  
Atlanta, GA

**Mr. Roy Grimes**  
Sacramento, CA

**Dr. Mike McLaughlin**  
Grass Valley, CA

**Dr. James Davis**  
Plano, TX

**Mr. Ed Rastovski**  
Wahoo, NE

**Ms. Linda Brock**  
Fort Dodge, IA

**Dr. Richard Christie**  
Council Bluffs, IA

**Ms. Anita Johnson**  
Laguna Niguel, CA

**Dr. Joe Joyner**  
St. Augustine, FL

**Mr. Allun Hamblett**  
Fort Myers, FL

**Mr. Noel Gallo**  
Oakland, CA

**Dr. Jon Rednak**  
Mt. Joy, PA

*Other associates throughout the country will be actively recruiting, screening, and investigating finalist candidates.*



## **b. Outline, in detail, the tasks your firm will perform...continued**

- **Any additional information, continued**

### **CONFIDENTIALITY**

The nature of our work and our ability to carry out our responsibility to you is directly related and dependent upon our present and past experience in providing similar services to others. *The firm will preserve the confidential nature of any information which becomes available to the firm resulting from the services rendered to the board.*

As our client, you also need to maintain the confidentiality of information provided by Ray and Associates, Inc.

### **SATISFACTION GUARANTEED**

We provide a termination provision in our contractual agreement with the Capistrano Unified School District. If the Capistrano Unified School District or Ray and Associates, Inc. terminate this agreement, the Capistrano Unified School District will be charged for only the work performed and expenses incurred up to the date of termination.

If the board is dissatisfied with the new superintendent within two years from the date of employment of the superintendent and if either party dissolves that relationship by resignation or termination within a two year period of the initial employment, the firm of Ray and Associates, Inc. will conduct a new superintendent search at no cost to the district, except for expenses.

### **PERFORMANCE CONTRACT**

Ray and Associates, Inc. will provide a written agreement between the board and the consulting firm which will contain the provisions of this proposal and any modifications or changes mutually agreed by the parties.

## **Proposal Submission**

### **3. Fees/Services Schedule**

Please see following Pricing Sheet.

**PRICING SHEET**

The purpose of this form is to provide a standard format by which the Proposer submits to the DISTRICT a summary of the estimated costs suitable for detailed review and analysis. The Proposer shall complete the Price/Cost Proposal in its entirety.

The negotiated hourly rate shall become the basis for payment of invoices and will be reflected in the Professional Services Agreement. Hourly rates shall remain fixed for the duration of the contract period.

Title	Hourly Rate
Travel - consultant	\$ 3,350.00
Phone, postage, copies, + shipping	\$ 2,825.00
Advertising	\$ 3,800.00
Base Fee	\$32,000.00
<b>Contract Price</b>	
<b>Total Price for Superintendent Recruitment</b>	\$ 41,975.00 *

\* Does not include candidate interview expenses

Ray and Associates, Inc.  
 Print Name of Firm

Gary L Ray  
 Authorized Signature

Gary L Ray, President  
 Representative

42-1165911  
 Federal I.D. #/License

January 9, 2014  
 Date

# ALL EXECUTIVE SEARCH FIRMS ARE NOT THE SAME!

*Ray and Associates, Inc.*

*THE CLEAR DIFFERENCE...*

- ✓ We customize every search to meet the specific needs of our clients.
- ✓ We have the largest professional recruiting network in the country.
- ✓ We have a highly qualified, full-time staff that is readily accessible to respond to both clients and candidates.
- ✓ We maintain a large, prescreened database of traditional and non-traditional candidates from across the country.
- ✓ We aggressively recruit candidates who closely match the district profile.
- ✓ We provide an attractive, user-friendly and informative website that allows candidates to access application materials on-line.
- ✓ We receive more applications than any search firm in the nation.
- ✓ We interview each individual board member in order for them to provide information and insight into the development of the profile characteristics for the position.
- ✓ We collect and organize community and staff input when desired by the board and provide a report that is highly useful in establishing the position criteria. In addition, our firm offer's an online survey and will provide a link to the survey to post on the district's website.
- ✓ We offer the option to have our office design and develop the promotional application and flyer for the position.
- ✓ We have the most complete and comprehensive investigative system to assure our clients of candidate quality.
- ✓ We have a unique and successful consensus building process for boards who may be split on candidates or other issues.
- ✓ We have been highly successful in delivering outstanding candidates in all of our searches.
- ✓ We are the only search firm to provide an in-depth candidate video interview and written report to the board.
- ✓ We provide a two year guarantee clause in our contract with our clients.
- ✓ We provide a service to our clients after the superintendent is hired to ensure a smooth transition and to establish realistic expectations at the outset.

**CERTIFICATION**  
**REQUEST FOR PROPOSALS (RFQ-P) NO. 9-1314**  
**Executive Search Firm - Superintendent Recruitment**

I certify that I have read the attached Request for Qualifications/Proposal - (RFQ-P) NO. 9-1314 Executive Search Firm - Superintendent Recruitment and the instructions for submitting an RFQ-P. I further certify that I must submit one (1) original and eight (8) copies of the firm's proposal in response to this request, completed Certification by Contractor Criminal Records Check, Pricing Sheet, W9, Noncollusion Declaration, Tobacco Use, and Conflict of Interest Certification, and that I am authorized to commit the firm to the proposal submitted.

Gary L Ray  
Signature

Gary L Ray  
Typed or Printed Name

President  
Title

Ray and Associates, Inc  
Company

44031<sup>st</sup> Ave SE, Ste 407 ; Cedar Rapids, IA 52402  
Address

Same as left  
Address

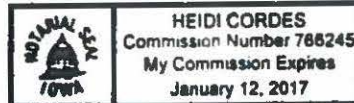
319.393.3115  
Telephone

319.393.4931  
Fax

January 9, 2014  
Date

glr@rayassoc.com  
E-Mail Address

If you are bidding as a corporation,  
please provide your corporate seal  
here:



**CERTIFICATION BY CONTRACTOR**  
**CRIMINAL RECORDS CHECK**  
**AB 1610, 1612 and 2102**

To the Governing Board of Capistrano Unified School District:

I, Gary L Ray certify that:  
Name of Contractor

1. I have carefully read and understand the Notice to Contractors Regarding Criminal Record Checks (Education Code Section 45125.1) required by the passage of AB 1610, 1612 and 2102.
2. Due to the nature of the work I will be performing for the District, my employees may have contact with students of the District.
3. None of the employees who will be performing the work have been convicted of a violent or serious felony as defined in the Notice and in Penal Code Section 1192.7 and this determination was made by a fingerprint check through the Department of Justice.

I declare under penalty of perjury that the foregoing is true and correct.

Executed at \_\_\_\_\_, California on \_\_\_\_\_  
Date

*Not  
Applicable*

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Typed or printed name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Address

\_\_\_\_\_  
Telephone



# CERTIFICATE OF LIABILITY INSURANCE

RAYAS-1 OP ID: HLW

DATE (MM/DD/YYYY)

01/08/14

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Millhiser Smith Agency, Inc. 3100 Oakland Road NE PO Box 3100 Cedar Rapids, IA 52406-3100 Timothy J Gassmann	319-365-8611	<b>CONTACT NAME:</b> _____ <b>PHONE (A/C No, Ext):</b> _____ <b>FAX (A/C, No):</b> _____ <b>E-MAIL ADDRESS:</b> _____
	319-365-6919	
		<b>INSURER(S) AFFORDING COVERAGE</b>
		<b>INSURER A: United Fire &amp; Casualty Ins Co</b>
		<b>INSURER B: Philadelphia Indemnity Ins Co</b>
		<b>INSURER C:</b>
		<b>INSURER D:</b>
		<b>INSURER E:</b>
		<b>INSURER F:</b>

**INSURED** Ray and Associates Inc.  
4403 1st Ave SE Ste 407  
Cedar Rapids, IA 52402-3221

NAIC #  
13021  
18058

**COVERAGES**                      **CERTIFICATE NUMBER:**                      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR I/TR	TYPE OF INSURANCE	ADDL SUBR INSR WAIV	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROF-ESPT <input type="checkbox"/> LOC		60039837	08/24/13	08/24/14	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPADP AGG \$ 2,000,000
A	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		60039837	08/24/13	08/24/14	COMBINED SINGLE LIMIT (Ea accident) \$ 500,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED. <input checked="" type="checkbox"/> RETENTION \$		60039837	08/24/13	08/24/14	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/ MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A	60039837	08/24/13	08/24/14	<input checked="" type="checkbox"/> WC STATL TRCY LIMITS <input type="checkbox"/> OTHER E L EACH ACCIDENT \$ 500,000 E L DISEASE - EA EMPLOYEE \$ 500,000 E L DISEASE - POLICY LIMIT \$ 500,000
B	Professional claims made pol		PHSD674305	09/27/13	09/27/14	Liability 1,000,000 Retention 10,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

**CERTIFICATE HOLDER****CANCELLATION**

CAPIS-1  Capistrano Unified School District 33122 Valle Road San Juan Capistrano, CA 92675	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE Timothy J Gassmann
---	---

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## Request for Taxpayer Identification Number and Certification

Give Form to the  
 requester. Do not  
 send to the IRS.

Print or type See Specific Instructions on page 2.	Name (as shown on your income tax return) <b>Ray and Associates, Inc.</b>	
	Business name/disregarded entity name, if different from above	
	Check appropriate box for federal tax classification (required): <input type="checkbox"/> Individual/sole proprietor <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate  <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____  <input type="checkbox"/> Other (see instructions) ▶ _____	
	<input type="checkbox"/> Exempt payee	
Address (number, street, and apt. or suite no.) <b>4403 1st Avenue SE, Suite 407</b>		Requester's name and address (optional)
City, state, and ZIP code <b>Cedar Rapids, IA 52402</b>		
List account number(s) here (optional)		

**Part I Taxpayer Identification Number (TIN)**

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

**Social security number**

-	-	-	-	-	-	-	-	-	-	-	-

**Employer identification number**

4	2	-	1	1	6	5	9	1	1
---	---	---	---	---	---	---	---	---	---

**Note.** If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

**Part II Certification**

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
- I am a U.S. citizen or other U.S. person (defined below).

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 4.

**Sign Here**    Signature of U.S. person ▶ Christina D. Ray    Date ▶ January 9, 2014

**General Instructions**

Section references are to the Internal Revenue Code unless otherwise noted.

**Purpose of Form**

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

**Note.** If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

**Definition of a U.S. person.** For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

**Special rules for partnerships.** Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.

**CONFLICT OF INTEREST CERTIFICATION**

All proposers/firms shall respond to each of the following questions to determine whether any actual or perceived conflict of interest exists.

PRINT NAME Gary L Ray  
SIGNATURE AND DATE Gary J Ray  
TITLE OF OFFICER President  
NAME OF COMPANY Ray and Associates, Inc.

As part of your Certification, please respond to the following questions listed below:

1. Have you or any of your team member(s) or consultant(s) been employed by the DISTRICT in the last three years? [Yes] [No]. If your answer is "Yes", please provide the following information:

- a. Were you a full-time employee? [Yes]  No
- Part-Time employee? [Yes]  No
- As-Needed employee? [Yes]  No
- Consultant? [Yes]  No
- Or other, please

Explain: \_\_\_\_\_

b. What were the date(s) of your employment/employment contract/consulting contract?  
\_\_\_\_\_

c. In which department(s) of DISTRICT did you work?  
\_\_\_\_\_

d. Who was/were your Supervisor(s)?  
\_\_\_\_\_

e. Please describe your job duties and responsibilities for each DISTRICT position held?  
\_\_\_\_\_

f. What was your last date of employment?  
\_\_\_\_\_

2. Do any Board of Education Member(s) or District employee(s) have a business position or serve as an Officer(s), Partner(s) or Shareholder(s) in your company? [Yes]  No. If the answer is "Yes", please provide the following information:

a. What is the name of the Board Member(s) or employee(s)?  
\_\_\_\_\_



**NONCOLLUSION DECLARATION**  
**IN ACCORDANCE WITH PUBLIC CONTRACT CODE SECTION 7106**

The undersigned declares:

I am the President of Ray and Associates, Inc. the party making the foregoing bid.

The bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The bid is genuine and not collusive or sham. The bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid. The bidder has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or to refrain from bidding. The bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder. All statements contained in the bid are true. The bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, to effectuate a collusive or sham bid, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a bidder that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the bidder.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on January 9, 2014 [date], at Cedar Rapids [city], Iowa [state].

Gary L Ray \_\_\_\_\_  
Signature

Gary L Ray \_\_\_\_\_  
Print Name

**TOBACCO USE POLICY**

In the interest of public health, the Capistrano Unified School District provides a tobacco-free environment. Smoking or the use of any tobacco products are prohibited in buildings and vehicles, and on any property owned, leased or contracted for, by the Capistrano Unified School District. Failure to abide with conditions could result in the termination of this agreement.

Each employee engaged in the performance of the contract will be given a copy of this statement and, as a condition of this Agreement; the Bidder agrees to abide by the terms.

I acknowledge that I am aware of Tobacco Use Policy and hereby certify that I will adhere to the requirements of the policy.

Gary L Ray  
Name of Bidder

Gary L Ray  
Signature

January 9, 2014  
Date

**CAPISTRANO UNIFIED SCHOOL DISTRICT**

**PROPOSAL**

**FOR**

**SUPERINTENDENT SEARCH AND SELECTION**

**The Cosca Group (TCG)**  
4751 Mangels Boulevard  
Fairfield, CA 94534  
(707) 646-2846  
(707) 422-6494 (fax)

January 10, 2014



TCG Leadership Development Corporation

January 10, 2014

Capistrano Unified School District  
John Alpay, Governing Board President  
33122 Valle Road  
San Juan Capistrano, CA 92675

Dear Mr. Alpay and Members of the Governing Board:

Thank you for the opportunity to be considered as the firm to assist in the selection of your new superintendent. As you are keenly aware, the selection of a superintendent to lead your District is one of the most significant actions which you will take as a Governing Board. The Cosca Group is ready and eager to work with you in this important endeavor.

The Cosca Group represents twenty-six principal members, one distinguished emeritus member, and seven associate members reflecting a diversity of major educational leaders with experience in a range of districts from 1,500 to 57,000 California students. We believe that we are the only firm whose members provide such an extensive statewide recruitment base and national recruitment base, a vital element of any successful search process. Because of this extensive network of colleagues, our Superintendent searches attract a great number of qualified applicants within the State and on the national level. Collectively, our individual members have engaged in dozens of searches throughout California. We are proud of the fact that the Cosca Group has been successful in making lasting matching relationships between superintendents and districts in the superintendent searches that we have conducted.

Dr. George Bloch, Dr. Lynne Kennedy and Mr. Kenneth Noonan will be the search consultants, if the Cosca Group is selected by the Governing Board. As indicated in the attached information about each of them, you will notice that they have extensive experience with Boards as Superintendents, consultants working with Boards, and leaders of administrative organizations. Because of this experience, they are regarded as experts in the areas of Board/Superintendent relations and school district governance.

As the attached information indicates, a major aspect of our process includes the involvement of the various district stakeholders in determining the unique needs of the District. This outreach effort, in past searches, has been inclusive and truly representative of the unique nature of each community and is intended to build support for the Board, District, and new Superintendent. Based on that determination, The Cosca Group, because of its wide variety of expertise in all phases of school district leadership, will work with the Governing Board in the selection of a new Superintendent and in developing effective supportive working relationships designed to best meet the needs of students, employees and the community. In recognition of the tremendous financial pressures faced by California school districts, our all-inclusive consultant fee has been reduced from \$37,200 to \$33,480. We want to emphasize that there are no extra charges.

We look forward to the opportunity to present our proposal to you and your Board and then working with you in this most important endeavor. If you have any questions, please contact Dr. Bloch at (949) 436-1305 or Dr. Kennedy at (951) 741-3408 or Mr. Noonan at (760) 936-3181. Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Frank A. Cosca, Jr.'.

Frank A. Cosca, Jr., Ed.D.  
President  
The Cosca Group

A handwritten signature in cursive script, appearing to read 'Steve Goldstone'.

Steve Goldstone, Ed.D.  
Chairman, Board of Directors  
The Cosca Group

The Cosca Group 4751 Mangels Boulevard, Fairfield, CA 94534 Phone: 707-646-2846 Fax: 707-422-6494  
Email: [tcgcorp@sbcglobal.net](mailto:tcgcorp@sbcglobal.net) [www.thecoscagroup.com](http://www.thecoscagroup.com)

**Board of Directors:** Frank Cosca, Steve Goldstone, George Bloch, Don Remley, Tom Halvorsen

## **Superintendent Search and Selection**

**Kenneth Noonan**

Ken Noonan served as a teacher and administrator in California public schools for forty years, thirty as a superintendent in three K-12 districts, Corcoran, Gilroy and Oceanside. He earned his BA, MA and Administrative Authorizations at CSU Los Angeles, Whittier College and Claremont Graduate School respectively. He served on the State Board Of Education for four years, two years as president.

Ken Noonan has served on the Board of Directors of the Association of California School Administrators (ACSA) was the founding president of the California Association of Bilingual Educators (CABE), and is a founding member of The California Association of Latino Superintendents and Administrators (CALSA). He is a member of the Board of Directors of ConnectEd in Berkeley, The President's Advisory Council at California State University San Marcos and the Board of Directors of the Mira Costa College Foundation in Oceanside.

Ken Noonan has had over twenty years of experience assisting directly with superintendent searches He is retired, is a partner in The Cosca Group and lives in Oceanside, California.

**Phase III:**

- ❖ Schedule interviews, to be conducted in closed session, with the agreed upon finalists and the Governing Board.
- ❖ Schedule and assist with a second set of interviews of the top candidate(s).
- ❖ A closed session with the Governing Board will be scheduled and TCG will assist, if requested, in the identification and confirmation of the finalist.

**Phase IV:**

- ❖ A site visitation to the district of the top candidate will be arranged and conducted.
- ❖ In closed session, coordinate the actual selection of the successful candidate by the Governing Board.
- ❖ Assist the Board, as directed, to negotiate an employment contract based upon a current compensation study.
- ❖ If so desired, assist the Board in announcing the new Superintendent of Schools for the District.

**Phase V:**

During the following twelve months, TCG will:

- ❖ Provide ongoing, on-call, mentoring for twelve months from both retired and active superintendents to the newly selected superintendent.

**Phase VI: (Optional)**

- ❖ For an additional fee, The Cosca Group will be available to the Board and Superintendent for additional consultation service that could include goal setting, evaluations, Board-Superintendent relations, role and functions of the Superintendent and the Board, etc.

- Schedule second set of Board interviews.

**Phase IV**

- Site visitation relative to final candidate.
- Negotiation of contract.
- Announcement of new Superintendent
- New Superintendent assumes duties.

**Phase V:**

- Mentoring

**(This timeline may be modified to accommodate Board/District needs)**

### **The Cosca Group's Process -Pre-interview to Selection of Your New Superintendent**

- ❖ TCG maintains all applicant files and communicates with applicants regarding the status of their files.
- ❖ TCG screens all materials from all applicants.
- ❖ TCG will create a panel of experts in school district administration to identify the most qualified applicants. Material will be developed which will describe and assess the finalists.
- ❖ Extensive reference checks will be conducted through a process of telephone conversations, appraisal of materials, and preliminary references.
- ❖ TCG will provide a status report to the Board with the qualifications of each of the candidates and those recommended for interview. The Board will approve candidates selected for interviews.
- ❖ TCG will schedule interviews, to be conducted in closed session, with the agreed upon finalists.
- ❖ TCG will schedule and assist with a second set of interviews of the top candidate(s).
- ❖ A site visitation to the district of the top candidate will be arranged and conducted. TCG does extensive background checking on each of the recommended candidates, but believes in a community visit to the final candidate's district.
- ❖ A closed session with the Governing Board will be scheduled and TCG will assist in the identification and confirmation of the finalist.
- ❖ TCG will prepare and present to the Board a comprehensive compensation study of comparable districts.
- ❖ TCG will assist in the development of the offer of employment for the District's new Superintendent.



**South Pasadena Unified School District**

**Tahoe Truckee Unified School District**

**University of Southern California**

**Vista Unified School District**

**Washington Unified School District**

**Waugh School District**

**Windsor Unified School District**

**Wiseburn School District**

**Woodland Joint Unified School District**

**Yosemite Unified School District**

**The Cosca Group Partners**

Robert Barbot  
George Bloch  
Terry Bradley  
William Bragg  
David Brown  
Frank Cosca  
General Davie Jr.  
Jeanne Davis  
Nick Ferguson

Carlos Garcia  
Thomas Garnella  
Steve Goldstone  
Cynthia Grennan  
Tom Halvorsen  
Lynn Kennedy  
Dottie Leveque  
Joy Mahedesian  
Dennis Murray

Kenneth Noonan  
Ronald Pregmon  
Donald Remley  
Patrick Sayne  
Charles Terrell, Jr.  
Frank Tyrrell  
Doris Wilson  
Mara Winick

**The Cosca Group Associates**

Myrna Rivera Cote'  
Carmella Franco  
Thomas Giugni

Jack McLaughlin  
Irene Newton  
Phil Pendley

Donald Trigg

**The Cosca Group Distinguished Emeritus Member**

Barry Pulliam

**Letters of Recommendation**



Dr. Barbara Flores  
Mr. Michael J. Gallo  
Mrs. Margaret Hill  
Mrs. Judi Penman  
Mrs. Bobbie Perong  
Mrs. Lynda K. Savage  
Mr. Danny Tillman

July 2, 2013

Dr. Frank Cosca, President  
The Cosca Group  
18751 Villa Woods Circle  
Villa Park, CA 92861

Subject: Letter of Support for The Cosca Group

Dear Dr. Cosca:

We are writing to convey our deepest thanks and support for the work performed by The Cosca Group in our District Superintendent search. The San Bernardino City Unified School District Board of Education engaged The Cosca Group on the heels of an unsatisfactory result from a larger and certainly well-qualified firm. From the onset and throughout the entire process, The Cosca Group provided exceptional service, guidance and dedicated support. Feedback obtained from District staff members interfacing with The Cosca Group stated that their professional, kind and extraordinarily respectful attitude and approach to building relationships made it a truly enjoyable experience to work with them.

The Cosca Group's community engagement, solicitation and selection process is well-defined, deliberate, strategic and based upon years of success in obtaining the most qualified leaders to fit within an organizational culture, expressed outcomes and established Board priorities. Their process and team leaders have a unique ability to balance driving the process and providing valuable input with listening and engaging the Board in developing its prioritized selection criterion to reflect organizational and community strategic objectives. They were able to effectively engage each Board member along with District staff and representatives of our broad-based community to coalesce our collective interests, including members of our business, labor, higher education, civic, faith-based, parents and our large sophisticated Spanish speaking community.

The Cosca Group are excellent team players and were the key factor in guiding our successful Superintendent search and contract negotiation activities. The recruitment yielded varied, competitive and exceptionally qualified candidates. The selection process was well-organized,

---

BOARD OF EDUCATION

777 North F Street • San Bernardino, CA 92410 • (909) 381-1245 • Fax (909) 885-6392

**Denise Menchaca**  
925 Domingo Drive • San Gabriel, CA 91775  
626-590-8740  
denise@denisemenchaca.com

August 8, 2013

To Whom It May Concern:

This letter of reference is to applaud The Cosca Group for the tremendous work performed twice in our District Superintendent search during my tenure as Governing Board Member for San Gabriel Unified School District.

In 2006, the Board retained The Cosca Group to conduct an extensive search after the unplanned departure of our Superintendent (*due to a debilitating ailment*) who had served our District for 20 years. They developed a trusting relationship with the Board, District staff members and stakeholders, resulting in a successful selection process. Their follow-up and responsiveness was excellent. We all agreed that hiring The Cosca Group provided the guidance and collaboration the District needed in selecting our new educational leader.

In 2010, our Superintendent retired and we unanimously voted to engage The Cosca Group again. They listened to our needs and demonstrated a genuine desire to help us reach our goals by supporting the formation of a 20 member Stakeholder Superintendent Search Committee. The complete selection process was innovative, extensive and controversial. However, with their seasoned professionals at the helm, we navigated through the course in interviewing several qualified candidates and ultimately, choosing a Superintendent to provide the vision we needed to stay ahead in an increasingly challenging academic environment.

The Cosca Group service and support was exceptional. The Governing Board, District Staff and Stakeholders developed a strong relationship with them and believe engaging them twice was one of the best decisions this District could have made.

Respectfully,



Denise Menchaca, Governing Board Member  
San Gabriel Unified School District (SGUSD)  
Served two 4 year terms – 2005 to Present  
Past President - 2008 and 2009  
Parent of 4 children – All attended SGUSD



## NOVATO UNIFIED SCHOOL DISTRICT

1015 SEVENTH ST. • NOVATO, CALIFORNIA 94945 • TEL: (415) 897-4201 • FAX: (415) 898-6790

**Thomas Cooper**  
Board President  
(415) 897-4211  
FAX: (415) 897-4221

June 24, 2011

To Whom It May Concern:

It is an honor to write a letter of recommendation on behalf of Dr.'s David Brown and Steve Goldstone of The Cosca Group. We recently completed a successful search for a new superintendent of The Novato Unified School District. Our Board of Trustees contracted with the Cosca Group after a series of interviews of various firms. Not only do Dave and Steve have extensive experience as Superintendents, but they possess many of the skills we believed important to conduct our search; they are professional, organized and focused.

They began the process by holding several meetings with the Board to determine what our needs and goals were, followed by a series of meetings with various interest groups, including: administrative staff, teachers, classified staff and community groups. Various members of these groups have since noted how impressed they were with the professionalism exhibited by our search firm.

As a result of their diligent and conscientious work, our Board was presented with a pool of very qualified candidates. They very effectively facilitated the interview process, as well as guided us through contract negotiations. Ultimately, we have gained an outstanding superintendent.

It is without any hesitation that I recommend The Cosca Group.

Regards,

Thomas Cooper  
President, Novato School Board of Trustees

BOARD OF TRUSTEES: Mana Aguilu, Debbie Butler, Cindi Clinton, Derek Kneil, Ross Millerick and Shelly Scott and Thomas Cooper  
<http://www.nusd.org>



## MORGAN HILL UNIFIED SCHOOL DISTRICT

15600 CONCORD CIRCLE • MORGAN HILL, CA 95037 • 408 | 201 6023

November 19, 2009

To Whom It May Concern:

With the professional guidance of Steve Goldstone and Frank Cosca, of the Cosca Group, our district has just completed a successful search for a new superintendent, and we could not be any happier with the outcome. Our new superintendent is a perfect match for our community and we are grateful to the Cosca Group for their personal attention to our community's unique needs and characteristics.

The Cosca Group was one of three consulting groups that we interviewed to conduct the search. We chose them because of their commitment to our short timeline and their extensive network of search consultants across the state. They interviewed 112 members of our school district community (employees, parents, community leaders) with two evening forums and two full days of individual and small group meetings. They used the information that they gathered from the school community and the input from the Board to develop a profile of our district and the characteristics that our community desired in a superintendent. They adjusted their typical and recommended search protocol to fit our abbreviated timeline and helped us successfully fulfill an important request from our employee groups to have representation in the interview process.

The entire search from selection of a search consultant to start date for our superintendent was exactly five months. The Cosca Group was attentive to the many details of the entire process, keeping us informed along the way and working closely with our designated administrative assistant to make sure that all bases were covered, meetings scheduled and qualified candidates presented. They worked closely with us until the superintendent's contract was signed and all parties involved were satisfied. We are receiving incredibly positive feedback from our employees and our community about our new superintendent and it is safe to say that the Cosca Group helped us find "the best of the best" for our unique needs and characteristics. I highly recommend this search firm to any school district that is looking for a perfect fit in a superintendent.

Sincerely,

A handwritten signature in black ink that reads "Donald C. Moody". The signature is written in a cursive style.

Donald C. Moody  
Board President

/jz

## Appendix B

### Insurance Documents

that may be privileged. If you are not the intended recipient or a person responsible for delivering it to the intended recipient, you are hereby notified that any disclosure, copying, distribution or use of any of the information contained in or attached to this message is STRICTLY PROHIBITED. If you have received this transmission in error, please immediately notify us by reply e-mail, by telephone, and delete the original transmission and its attachments without reading them or saving the e-mail(s). Thank you.

Visionland Hills, CA (800) 578-8900  
Albuquerque, NM (505) 883-6235  
Centennial, CO (303) 506-5744  
Malibu, CA (310) 578-8802



AMWINS INSURANCE BROKERAGE OF LOS ANGELES, CA  
801 S. Figueroa Street, Suite 4350  
Los Angeles, CA 90017  
Phone: (213) 254-2220  
Fax: (213) 254-2238

\* BINDER \*  
12/13/2013

Renewal Of: CD 1006265C

Insured: TCG Leadership Development Corporation  
DBA: The Cosca Group

Thank you for your order to bind. We appreciate your business! We have bound the below coverage.  
Policy to Follow Shortly

#### POLICY INFORMATION

CORPORATE DIRECTORS & OFFICERS POLICY	
Policy Number:	CD 1006265D
Policy Period:	12/31/2013 to 12/31/2014
Carrier:	United States Liability Insurance Company
Status:	Admitted
A.M. Best Rating:	A++ (Superior) - IX
COVERAGE PART	PREMIUM
Professional Liability	\$1,500.00
Corporate Directors and Officers Liability Each Claim Limit	\$1,000,000
Corporate Directors and Officers Liability in The Aggregate Limit	\$1,000,000
Corporate Directors and Officers Liability Retention	\$5,000
Corporate Directors and Officers Retroactive Date	Full Prior Acts
<b>POLICY PREMIUM</b>	<b>\$1,500.00</b>

#### APPLICABLE FORMS & ENDORSEMENTS

The following forms apply to the policy

CD-158 03-00	Percentage Shareholder Exclusion Endorsement	CD-200 03-00	Corporate Directors and Officers Liability
CD-221 05-07	Amend Claims Settlement Provision Endorsement	CD-230 05-06	Directors & Officers Liability Individual Director Or Officer Payment Protection Endorsement
CD-350 05-06	Corporate Directors & Officers Liability Supplemental Defense Limit Endorsement	CD-403 09-06	Amendment Of "Application" Definition Endorsement
CD-CA 10/00	California State Amendatory Endorsement	CD Jeckel 09-10	Corporate Directors And Officers And Employment Practices Liability Policy

Please contact us with any questions regarding the terminology used or the coverages provided.

Page 1 of 1



**Poms & Associates Insurance Brokers, Inc.**  
 CA License #0814733  
 5700 Canoga Ave. #400  
 Woodland Hills, CA 91367

**INVOICE**

Customer	TCG Leadership Development Corporation	4295
Date	12/16/2013	
Customer Service	David Poms	
	Wendy Cohn	
Page	1 of 1	

**TCG Leadership Development Corporation**  
 The Cosca Group  
 P.O. Box 2162  
 Grovills, CA 95965

Payment Information	
Invoice Summary	1,650.00
Payment Amount	
Payment for	Invoice#180523
CD10062650	

Thank You

Please detach and return with payment

Customer: TCG Leadership Development Corporation

Invoice	Effective	Transaction	Description	Amount
180523	12/31/2013	Renew policy	Policy #CD10062650 12/31/2013-12/31/2014 United States Liability InsAMW Directors and Officers - D&O Misc Taxes or Surcharges - D&O Due Date: 12/31/2013	1,500.00 150.00
				<b>Total</b>
				1,650.00

Thank You

*DUE AND PAYABLE AS OF THE EFFECTIVE DATE*  
*Thank you for your business!*

Poms & Associates Insurance Brokers, Inc. CA License #0814733 5700 Canoga Ave. #400 Woodland Hills, CA 91367	(800)578-8802	Date
		12/16/2013

**Appendix D**

**Company Vehicles**

The Cosca Group neither owns nor operates any vehicles or Trucks.

Appendix F

Conflict of Interest Certification

RFQ-P NO. 9-1314  
EXECUTIVE SEARCH FIRM - SUPERINTENDENT RECRUITMENT

CONFLICT OF INTEREST CERTIFICATION

All proposers/firms shall respond to each of the following questions to determine whether any actual or perceived conflict of interest exists.

PRINT NAME Ken Noonan  
SIGNATURE AND DATE Susan Lindsey on behalf of Ken Noonan  
TITLE OF OFFICER Partner  
NAME OF COMPANY The Cosca Group

As part of your Certification, please respond to the following questions listed below:

1. Have you or any of your team member(s) or consultant(s) been employed by the DISTRICT in the last three years? [Yes] [No]. If your answer is "Yes", please provide the following information:

- a. Were you a full-time employee? [Yes]  [No]
- Part-Time employee? [Yes]  [No]
- As-Needed employee? [Yes]  [No]
- Consultant? [Yes]  [No]
- Or other, please

Explain: \_\_\_\_\_

b. What were the date(s) of your employment/employment contract/consulting contract?  
\_\_\_\_\_

c. In which department(s) of DISTRICT did you work?  
\_\_\_\_\_

d. Who was/were your Supervisor(s)?  
\_\_\_\_\_

e. Please describe your job duties and responsibilities for each DISTRICT position held?  
\_\_\_\_\_

f. What was your last date of employment?  
\_\_\_\_\_

2. Do any Board of Education Member(s) or District employee(s) have a business position or serve as an Officer(s), Partner(s) or Shareholder(s) in your company? [Yes]  [No]. If the answer is "Yes", please provide the following information:

a. What is the name of the Board Member(s) or employee(s)?  
\_\_\_\_\_



**Proposal Evaluation - Committee**

**Executive Search Firm - Superintendent Recruitment RFP 9-1314**

#	Name of Firm	Selection Criteria								Tot	Gnd Tot	
		a	b	c	d	e	f	g	h			
		1-5	1-5	1-5	1-5	1-5	1-5	1-5	1-5			
1	Hazard, Young, Attea											
2	Leadership Associates											
3	Proact Search											
4	Ray & Associates, Inc.											
5	The Cosca Group (TCG)											

Selection Criteria

- a Background and Experience
- b Assessing District Needs
- c Recruitment Networks
- d Depth of Candidate Pool
- e Professional Staff
- f Knowledge and Understanding
- g Cost of Services
- h Completeness of Proposal

Selection Criteria Scoring

- 5 = Excellent
- 4 = Above Average
- 3 = Average
- 2 = Fair/ Not Determinable
- 1 = Poor/Below Standard
- 0 = Did Not Respond